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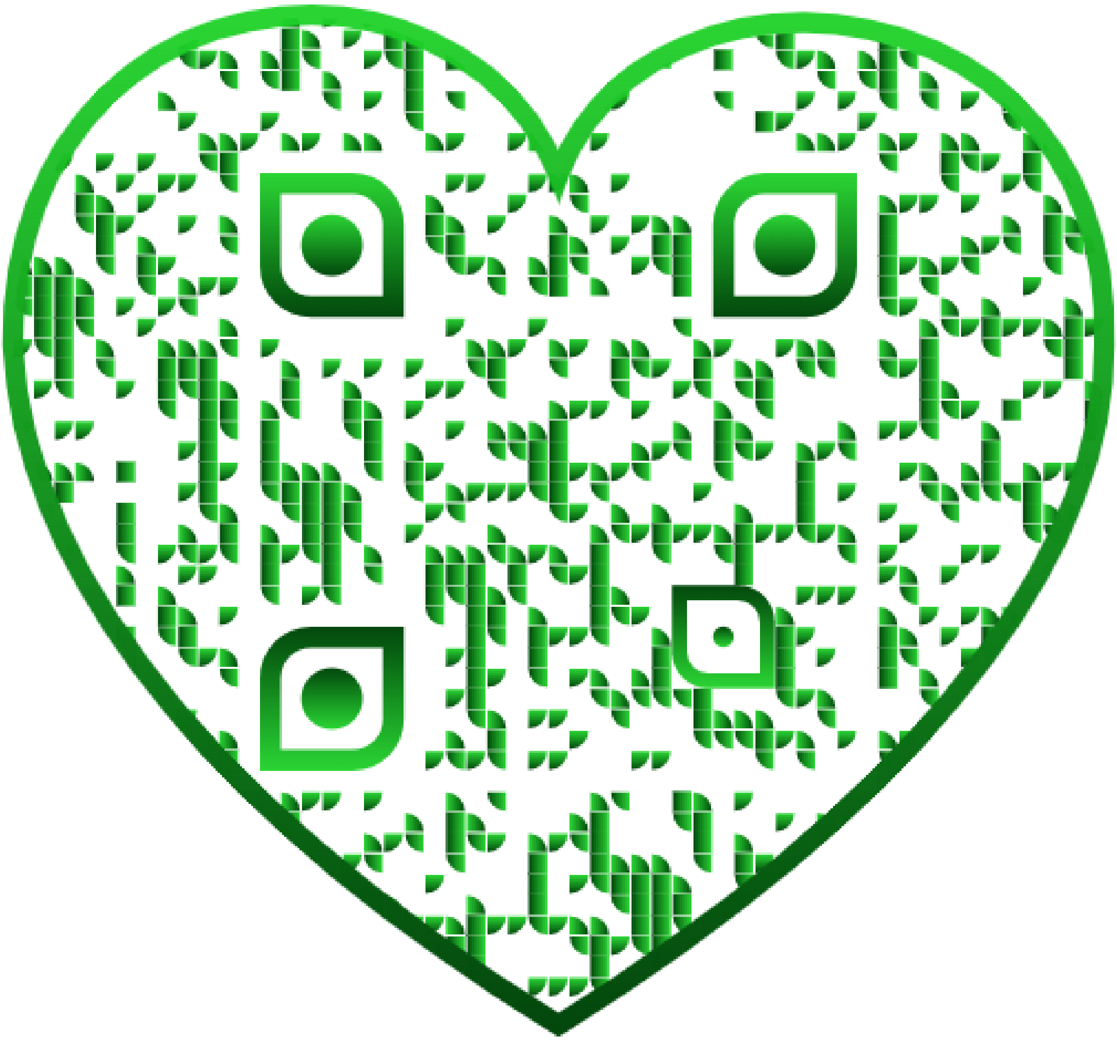

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The beauty of simplicity

Great writing, like great art, doesn't call attention to itself. It's content, precision and honesty that matter.

My father was a writer, and I had great English teachers. If there's one thing they all taught me, it's that every word should count. Don't write fluff. Say exactly what you mean; express yourself with precision and honesty. Don't use the most complex words when straightforward words work just as well. Take the shortest possible route from A to B when you write and when you speak, and never ever try to impress people with your language. It's the content and precision that move people, not your ability to use complex vocabulary in sentences.

In this issue, *Business Spotlight* speaks with professional speechwriters. They tell you what matters when writing the perfect speech. Former U.S. President Obama said to speechwriter Terry Szuplat: "This is a good six-page speech. It would be a great five-page speech." That's the key! So, enjoy our tips from the experts — they're guaranteed to help you nail presentations and public speaking.

Judith Gilbert

JUDITH GILBERT, EDITOR-IN-CHIEF
judith.gilbert@zeit-sprachen.de

fluff	➨ *hier*: hohle Worte, Geschwafel, Blabla
straightforward	➨ unkompliziert, einfach
content [ˈkɑːntent]	➨ Inhalt
issue [ˈɪʃuː]	➨ *hier*: Ausgabe
nail sth. (*ifml.*)	➨ *hier*: etw. schaffen, bewältigen
public speaking	➨ Redenhalten, Sprechen vor Publikum

Titelillustration: Georg Lechner unterstützt von KI; Fotos: Matthieu Rouil; iStock.com

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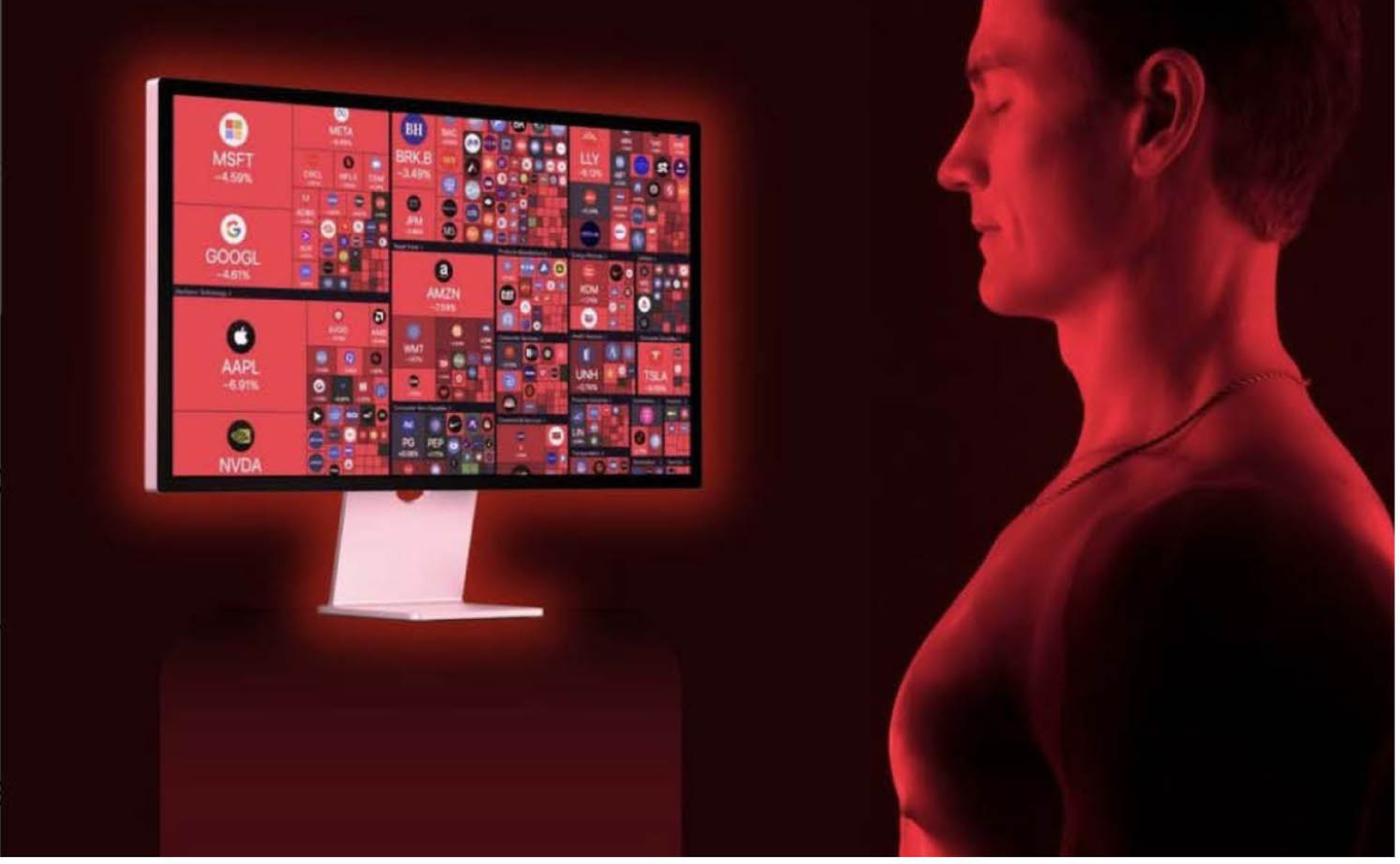

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Language in Business Spotlight
- Articles use the style, spelling, punctuation and pronunciation of British English unless otherwise marked. Articles in American English are marked “US”.
- Glossaries use these abbreviations: *ifml.*: informal word or phrase; *vulg.*: vulgar word or phrase; UK: chiefly British usage; US: chiefly North American usage

E EASY	**M MEDIUM**	**A ADVANCED**
Approximately at CEF level A2	Approximately at CEF levels B1–B2	Approximately at CEF levels C1–C2

CEF: European Framework of Reference for Languages

Saving the sea

EASY

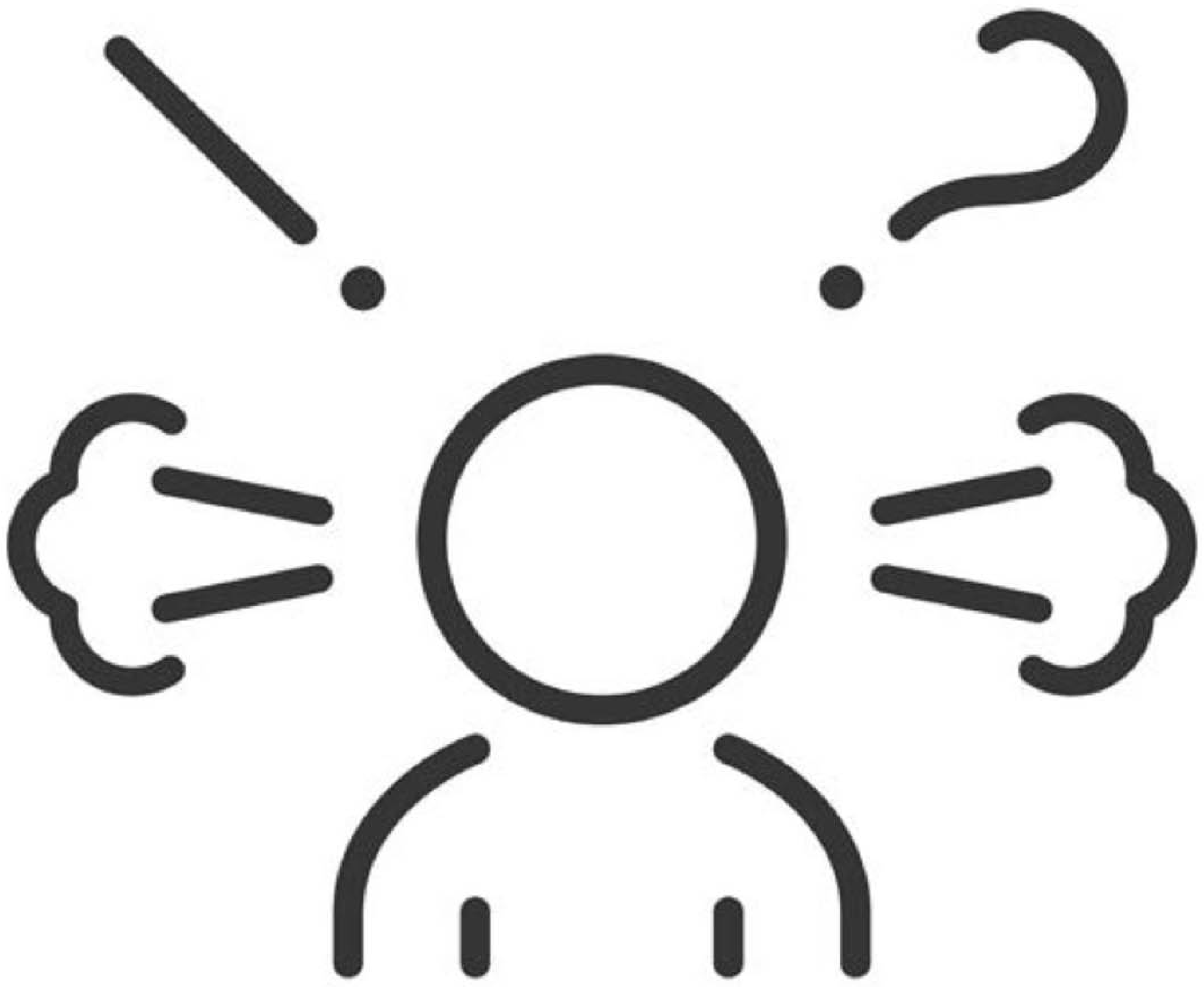
GREECE · To protect its biodiversity, Greece is planning to create two new marine parks: one in the Ionian Sea, to the west of the mainland, and the other in the Aegean Sea. These parks are part of a group of environmental plans worth €780 million and will greatly increase the total area under protection. Greece already has Europe's largest protected marine park, off the island of Alonissos, but wants to protect 30 per cent of its territorial waters by 2030.

Environmental groups aren't completely happy with these plans, however, saying they don't go far enough. Deep-sea exploration for energy and minerals will be allowed, for example. The Greek government says both the environment and economic growth are important, because protecting marine parks is expensive — surveillance to make sure the rules are followed will involve the use of drones, satellites and artificial intelligence.

Another potential problem could come from next door. Greece and Turkey have a long-running argument over the Aegean Sea. The Turkish government thinks Greece is using environmental protection to support its territorial claims.

mainland	➼ Festland
greatly	➼ erheblich, in hohem Maße
territorial waters	➼ Hoheitsgewässer
surveillance [sə'veɪləns]	➼ Überwachung
artificial intelligence	➼ künstliche Intelligenz
next door	➼ nebenan
long-running	➼ lang andauernd
argument	➼ Auseinandersetzung, Konflikt
territorial claim	➼ Gebietsanspruch

Foto: Alamy Images



SOCIETY

The people who don’t exist

ADVANCED ÜBUNGSHEFT

It’s one thing to know who you are; it’s another thing to be able to prove it. Data from the World Bank shows that about 850 million people around the world have no official identification (ID) documents — and 3.3 billion have no access to a digital ID, which is necessary for secure online transactions. Particularly in rural communities in developing countries, a lot of citizens aren’t properly registered and don’t officially exist. This poses a challenge when it comes to managing public services, for example, or working to implement the UN development goals.

A lack of identification leads to many everyday problems. About a third of those with no ID say they have difficulty using basic financial services, getting financial support from the government, applying for jobs and voting in elections. Nearly 40 per cent say it’s hard to get a SIM card or use mobile services, and a quarter also have problems accessing medical care.

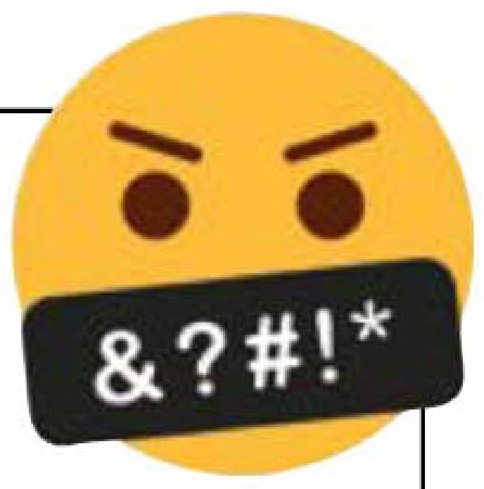
As a result, many people are missing out on important economic opportunities, such as getting into formal employment or starting a business. It also leaves them vulnerable to exploitation. UNICEF estimates that 237 million children under the age of five have no birth certificate. This crucial document is not only the basis of nationality. Proof of age also helps to prevent child labour, child marriage and the recruitment of minors into the armed forces.

rural ['rʊərəl]	➨ ländlich
miss out on sth.	➨ etw. verpassen, sich etw. entgehen lassen
vulnerable ['vʌlnərəbᵊl]	➨ *hier:* schutzlos
exploitation	➨ Ausbeutung, Ausnutzung
crucial ['kruːʃᵊl]	➨ (äußerst) wichtig, essenziell
minor	➨ *hier:* minderjährige Person
armed forces	➨ Militär

“Everybody has got to stop using concrete. That is the worst material”

YASMEEN LARI, born 1941,
Pakistani architect

concrete ['kɒŋkriːt]	➨ Beton



Comparison

WHAT DO YOU HATE MOST?

The most annoying habits of co-workers, according to a survey of employees in North America, Europe, South America and Asia in 2024.

Taking credit for the ideas of others	**33%**
Micromanaging	**32%**
Chronic complaining	**30%**
Invading others’ personal space	**30%**
Stealing other people’s lunch	**27%**

In the survey, 85 per cent of people said they had dealt with an annoying co-worker before.

Source: Kickresume

annoying	➨ nervig, lästig
survey ['sɜːveɪ]	➨ Umfrage
take credit for sth.	➨ sich etw. als Verdienst anrechnen, sich die Lorbeeren für etw. einheimsen
chronic	➨ *hier:* ständig, andauernd
personal space: invade sb.’s ~	➨ jmdm. zu nahe treten

PROFILE

Racing man

EASY **AUDIO**

While growing up in California, Zac Brown wanted to be a baseball player. Then, in 1981, his parents took him to his first Formula One grand prix, in Long Beach, near Los Angeles. He loved the noise and excitement of fast cars, so Brown started racing.

Of course, motor racing is an extremely expensive hobby, but, with some help from his mother, who worked in the travel industry, Brown learned how to find sponsors for himself and, later, for other drivers. Over time, he built up a valuable network, and it was a natural step to go from driving to the business side of racing. In 1995, Brown founded the motorsport marketing agency JMI, which he later sold. In 2016, he took over the UK-based McLaren racing team. Brown is part of a growing US and international interest in the traditionally European-dominated sport of F1.

In 2024, he led McLaren to their first F1 Constructors' Championship in 26 years. The win earned the team about $150 million in prize money alone, but the 53-year-old told the *Financial Times*: "We race for trophies."

racing	*hier*: Motorsport
industry	*hier*: Branche
found sth.	etw. gründen
agency ['eɪdʒənsi]	Agentur
trophy ['trəʊfi]	Pokal

Fotos: Shutterstock.com; Yasmine Lari Archive; IMAGO/ZUMA Press Wire

FOOD INDUSTRY

Liquid lunch?

MEDIUM **AUDIO**

Fewer people are eating lunch these days — because more of them are drinking it. Once a fringe product for dieters and health-food fans, meal-replacement drinks have gone mainstream. Huel, for example, a British start-up based just north of London, has been enjoying record sales and profits. Its products can be found in about 70 per cent of supermarkets across the country.

Huel, whose name is short for "human fuel", says: "Every Huel meal contains a balance of all 27 essential vitamins and minerals, protein, essential fats, carbs, fibre and phytonutrients in a single product." The global market could be worth as much as $14 billion.

Why do people want to drink their food instead of eat it? Efficiency, perhaps — after all, most British employees spend less than 33 minutes on their lunch break. Cost could also be a factor. The drinks tend to be cheaper than a typical sandwich. But the main reason is probably clever marketing and package design. Lunch looks cooler in a bottle. Cheers!

these days	heutzutage
fringe product [frɪndʒ]	Nischenprodukt
health food	Reformkost, Naturkost
fuel ['fjuːəl]	Kraftstoff, Treibstoff
carb(ohydrate)	Kohlenhydrat
fibre ['faɪbə]	*hier*: Ballaststoff
phytonutrient [ˌfaɪtəʊ'njuːtriənt]	Phytonährstoff
billion	Milliarde(n)
package design	Verpackungsdesign
Cheers!	Zum Wohl!

coolcation

No longer looking for a place in the sun, more and more tourists are choosing to spend their summer holidays in cold regions to avoid heatwaves.

What’s your future career?

A survey in Latvia found that only 40 per cent of young people there felt confident about choosing a future career. So, the country introduced an AI-based coach to help them choose the right job. Called *Nakotnes darbs* (“future of work” in Latvian), it includes a personality test to find out what activities users like. It also links to local online job portals, which shows which jobs are in demand and what skills are important.

$400

million is the cost of the world’s most advanced and expensive chipmaking machine. The Dutch company ASML makes all of the world’s extreme ultraviolet (EUV) lithography machines, which are essential for making microchips. Over more than a decade, ASML has developed the latest EUV generation, “high numerical aperture” (High NA), and has started supplying them to big chip manufacturers such as TSMC and Intel.

Who are you?

Online, you can never be sure who you’re talking to. A recent survey in Austria has found that:

- **8 in 10** teens have had conversations with a stranger online
- **5 in 10** teens have met an online acquaintance in person
- **8 in 10** of those teens told a trusted person about the meetings

Source: saferinternet.at

The biggest in batteries

One in three electric vehicles (EVs) around the world is powered by a battery made by the Chinese company CATL. Founded in 2011, it is by far the largest battery maker in the world and supplies a number of Western car companies — including BMW and Volkswagen.

CATL has plans for further international growth. In 2024, 30 per cent of its revenue came from outside China, up from less than four per cent in 2018.

survey ['sɜːveɪ]	➸ Umfrage
Latvia ['lætviə]	➸ Lettland
based	➸ *hier*: gestützt, basiert
Dutch	➸ niederländisch
latest (generation)	➸ neueste, jüngste (Generation)
manufacturer [ˌmænju'fæktʃərə]	➸ Hersteller
stranger	➸ Fremde(r)
acquaintance [ə'kweɪntəns]	➸ Bekanntschaft
trusted person	➸ vertraute Person
powered	➸ *hier*: betrieben, angetrieben
found sth.	➸ etw. gründen
revenue ['revənjuː]	➸ Umsatz, Ertrag

The rivals

real estate (US)	➸ Immobilie(n)
lead	➸ *hier*: Kundenkontakt
agent ['eɪdʒənt]	➸ *hier*: Makler(in)
found sth.	➸ etw. gründen
market share	➸ Marktanteil

ZILLOW and REALTOR.COM, both US companies, are the two largest online real estate portals in the world. They make money primarily by selling buyer leads to agents.

ZILLOW		REALTOR.COM
Founded 2006	⟷	Founded 1995
Market share (3/2025) 53%	⟷	Market share (3/2025) 29%
Monthly visits (average Q1 2025) 227 MILLION	⟷	Monthly visits (3/2025) 239 MILLION

Fotos: PR

INFRASTRUCTURE

Tram tracks

MEDIUM

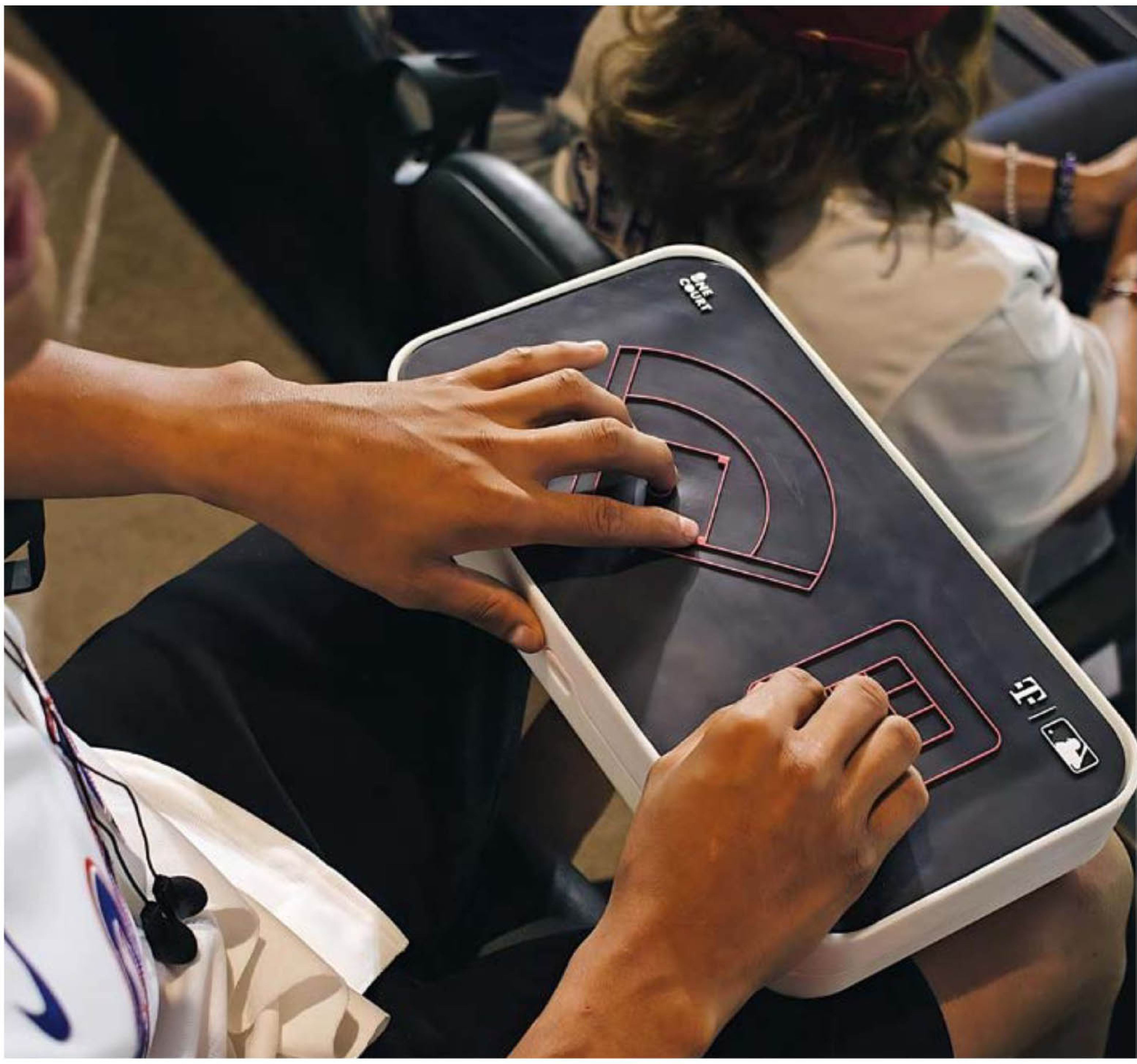
Like many places, the English city of Coventry got rid of its trams after the Second World War, to make way for cars and buses. Now, the city is reinstalling some of its old tram lines. However, digging up city streets often involves moving underground pipes and cables, which is one reason why building a light-rail network can cost as much as £100 million per kilometre in city centres.

A new construction method that has been tested in Coventry may help. Using ultra-high-performance concrete (UHPC), workers can install tracks by scraping only 30 centimetres off the road surface, instead of digging deeper. UHPC is stronger and lasts longer than conventional concrete. That makes installing tracks on city streets cheaper and faster.

The tram itself, the Coventry Very Light Rail (CVLR), is also highly innovative. As it has a battery, it doesn't need overhead wires, and some clever design lets the CVLR go around tight corners without the usual screeching.

dig sth. up	*hier*: etw. aufreißen
light rail	Stadtbahn
ultra-high-performance concrete ['kɒŋkriːt]	Ultrahochleistungsbeton
track	*hier*: Schiene, Gleis
scrape sth. off	etw. abkratzen
last	halten
overhead wire	Oberleitung
tight corner	enge Kurve
screeching	Gequietsche, Gekreische

Fotos: CVLR; OneCourt



BROADCASTING

Feel the game

MEDIUM

People who suffer from blindness or impaired vision experience much of the world differently. Those who are also sports fans generally have to rely on their hearing to understand what's happening in a game. However, tactile sports broadcasting could allow them to follow all the action — by feeling it instead of seeing it.

A number of companies are developing technology that could be revolutionary for vision-impaired sports fans. The US start-up OneCourt has created a tablet-like haptic display. With their hands on the surface of the device, users feel information about the game in real time through specific vibrations. At a basketball game, for example, fans can feel the movement of the ball across the court.

Currently, the technology is available only in a few stadiums in North America, but OneCourt hopes to start selling a device, possibly as early as 2026, that can be used at home.

impaired vision	Sehstörung, Sehschwäche
tactile ['tæktaɪᵊl]	fühlbar
broadcasting	Übertragung
like	ähnlich
device	Gerät
court	Spielfeld, Platz
stadium ['steɪdiəm]	Stadion

“What I’m learning to trust, more than ever, is my intuition”

Foto: CAROLYN FONG/Redux/laif

Jony Ive
King of design

Als Designer von Apples iPhone wurde Jony Ive zu einer Legende. Nun entwickelt er für OpenAI Geräte für künstliche Intelligenz.

Von RACHEL PREECE

MEDIUM

JONY IVE

Known as: British-American industrial designer; designer of the iPhone and other Apple products
Born: London, in 1967
Awards: *Wall Street Journal*'s Innovator Award (2022), Smithsonian's American Ingenuity Award for Technology (2017), San Francisco Museum of Modern Art Design Award (2014)

industrial designer	Produktdesigner(in)
ingenuity [ˌɪndʒəˈnjuːəti]	Einfallsreichtum, Erfindergeist

Most people will know Sir Jony Ive's work, even if they are not familiar with his name. Ive was the original designer of the Apple iPhone, and also designed the iPod, iMac, MacBook Air and iPad. With a minimalist aesthetic, his designs have had a global influence on products and designers for more than 20 years — Ive won the London Design Museum's first Designer of the Year Award, in 2003.

After nearly three decades with Apple, Ive left the company in 2019. He started working with Australian-born designer Marc Newson, who was responsible for the Apple Watch. Together, they created the agency LoveFrom, which now works with companies such as Ferrari and Airbnb.

In May 2025, OpenAI bought Ive's AI-hardware start-up, called IO, for $6.5 billion. OpenAI wants Ive's help with their long-term goal of making their own device. If successful, it would be a direct challenge to Apple and others who currently produce electronic hardware.

From dreamer to celebrity designer

Although design has always been important to Ive, he told TIME that his teenage love of cars made him want to become a designer. He studied industrial design at Newcastle Polytechnic, in the north-east of England, designing a hearing aid and a telephone that were later exhibited in the Design Museum, in London. He also worked in London for a while, designing a range of everyday consumer products before joining Apple in 1992.

He became a good friend of Apple co-founder Steve Jobs, saying: "So much has been written about Steve, and I don't recognize my friend in much of it. Yes, he had a surgically precise opinion. Yes, it could sting. Yes, he constantly questioned. 'Is this good enough? Is this right?' but he was so clever. His ideas were bold and magnificent."

As he's become more famous, Ive has been involved in other projects. In 2016, he became an honorary co-chair for the Met Gala — one of those responsible for organizing the prestigious fundraising event. He also helped design the crossguard lightsabre for the film *Star Wars: The Force Awakens*.

Having lived in San Francisco for many years, Ive has recently started to invest in property. "I owe the city so much," he told *The New York Times*. And about investing, he says: "What I'm learning to trust, more than ever, is my intuition."

Ive is a tour de force, and his popularity continues to grow. As creative director James Bareham wrote in *The Verge*: "Stop anyone in the street and ask them to name a famous industrial designer, and I would hazard a guess that, if they have an answer at all, it would be 'Jony Ive'."

billion	Milliarde(n)
device	Gerät
challenge	*hier*: Kampfansage
industrial design	Produktdesign
polytechnic [pɒliˈteknɪk]	Fachhochschule, höhere technische Lehranstalt
hearing aid	Hörgerät, Hörhilfe
exhibit sth. [ɪgˈzɪbɪt]	*hier*: etw. ausstellen
everyday	*hier*: alltäglich
co-founder	Mitgründer(in)
surgically	chirurgisch
sting	stechen; *hier*: wehtun
magnificent [mægˈnɪfɪsənt]	großartig, grandios
honorary co-chair [ˈɒnᵊrəri]	*hier*: Ehrenvorsitzende(r)
fundraising event	Benefizveranstaltung
lightsabre [ˈlaɪtˌseɪbə]	Lichtschwert
property	*hier*: Immobilie(n)
owe sb. sth.	*hier*: jmdm. etw. zu verdanken haben
name sb./sth.	*hier*: jmdn./etw. angeben, nennen
industrial designer	Produktdesigner(in)
hazard a guess [ˈhæzəd]	zu vermuten wagen
at all	überhaupt

“I knew I had to make something of my life”

Shirine Khoury-Haq

A different way of doing things

Shirine Khoury-Haq ist Chefin von Co-op, einem britischen Lebensmitteleinzelhändler mit Tradition — und fünf Millionen Mitgliedern.

Von SARAH EVANS

EASY

A co-operative is a special kind of business, which is owned by its members. The Co-operative Group (Co-op), with more than five million members, is one of the world's biggest and Britain's fifth-largest food retailer. This British institution, which includes supermarkets, funeral homes, insurance and legal services, was founded over 160 years ago. Since 2022, it has had its first female boss, Shirine Khoury-Haq.

Speaking to the BBC, Khoury-Haq said that she'd had "lots of sleepless nights", knowing that some of the employees had to leave to save the company. Critics say the idea of the Co-op is out of date, but Khoury-Haq told *The Guardian*: "It was a disruptive organization that broke the status quo. It is still that — if you use it in the way intended."

No easy life

Khoury-Haq once said she thought she'd never work again, after the death of her first daughter — she almost died, too, during the birth, after years of fertility treatment. In 2019, however, she joined the Co-op as finance director. Later, she adopted twin girls and describes that decision as "wonderful".

Khoury-Haq was born in Beirut to a Turkish mother and Palestinian father. As her father worked as a geophysicist in the oil industry, the family travelled around the world. By the time she was 12, Khoury-Haq had lived on every continent except Antarctica. But in 1986, after the oil price crashed, her father lost his job. At 14, Khoury-Haq got her first job to help support the family. She worked at petrol stations, pubs, at Pizza Hut and McDonald's in Australia. While studying accounting at university, she sold vacuum cleaners. "I knew I had to make something of my life," she says. "I couldn't count on my parents to be able to afford to send me to university. I had to fend for myself."

Making changes

During the pandemic, Khoury-Haq's father died of coronavirus while she was dealing with job cuts at work. She knows how difficult hard times can be. At the Co-op, she has introduced policies to help the employees. "We offer unlimited time off for fertility treatment," she explains. "That applies whether you're a colleague or a spouse who's going through it." She has also openly said that she wants to support trans employees — and knows that she's been criticized for such statements. "If that's 'woke', I'm fine with it," she says. "I think it's the right thing to do."

SHIRINE KHOURY-HAQ

Known as: businesswoman, CEO of The Co-operative Group

Citizen of the world: speaks five languages, has four passports and studied in the US, UK and Australia

food retailer ['riːteɪᵊlə]	Lebensmitteleinzelhändler
funeral home ['fjuːnᵊrəl]	Bestattungsunternehmen
insurance [ɪn'ʃʊərəns]	Versicherung
legal services	Rechtsdienstleistungen, Anwaltsdienste
found sth.	etw. gründen
critic ['krɪtɪk]	Kritiker(in)
out of date	veraltet
still	*hier:* immer noch
fertility treatment	Fruchtbarkeitsbehandlung
twin girls	Zwillingsschwestern
by the time	*hier:* bis zu dem Zeitpunkt, als
crash	*hier:* abstürzen
petrol station (UK)	Tankstelle
pub	Kneipe, Gaststätte
accounting	*hier:* Rechnungswesen
vacuum cleaner ['vækjuəm]	Staubsauger
make sth. of one's life	etw. aus seinem Leben machen
count on sb./sth.	auf jmdn./etw. zählen
fend for oneself	für sich selbst sorgen
job cut	Stellenkürzung
policy	Richtlinie, Vorgabe
time off	*hier:* Ausfallzeit
apply	*hier:* gelten
spouse	Ehepartner(in)
go through sth.	etw. durchmachen

Foto: Co-op

HEAD-TO-HEAD

↔

Should railways be privatized?

Eine Privatisierung der Bahn würde zu einem Wettbewerb führen, von dem auch die Fahrgäste profitieren können. Doch funktioniert das bei einem Verkehrsmittel, welches auch eine soziale Dienstleistung erbringen soll? Zwei unterschiedliche Meinungen.

Interviews: MELITA CAMERON-WOOD

ADVANCED AUDIO ÜBUNGSHEFT

Fotos:Shutterstock.com; privat

YES “Privatization allows states to direct funds into other sectors”

Privatization can free up substantial public resources that would otherwise go to railways. Rail infrastructure is capital-intensive. Shifting the responsibility to private players allows the redirection of funds. This works perfectly when there are clear contracts, service-level agreements and regulations.

In many places in the Global South, state-run institutions, including railways, are monopolistic, protected from competition and accountability. This leads to outdated infrastructure, poor service and little or no incentive to improve. Without the threat of competition, mediocrity becomes the order of the day.

Privatization allows states to direct funds into other sectors, such as national security, climate adaptation, etc. It can also unlock capital for the necessary maintenance, upgrades and innovations for rail infrastructure. There are benefits for passengers, too, including better service, the look and feel of terminals, cabin cleanliness, reliability and access.

It is always best to create competition, avoiding monopolistic privatizations, if the regulatory framework is weak. In-country capital investment, if available, has the advantage of not being repatriated. External investors will mostly repatriate their profits, which can drain an economy of the needed surplus and take away spin-off investments into ancillary services. That said, foreign investment should not be ruled out as long as the investment partner shares the values and aspirations of the state for the expected impact of privatization, in addition to a regulatory framework that ensures fairness in the relationship.

public resources	➨ öffentliche Mittel
shift sth.	➨ etw. verlagern
player	➨ *hier*: Unternehmen
redirection [ˌriːdə'rekʃᵊn]	➨ Umlenkung, Umverteilung
service-level agreement	➨ Dienstgütevereinbarung
accountability	➨ Verantwortbarkeit
outdated	➨ veraltet, nicht mehr zeitgemäß
incentive	➨ Anreiz
mediocrity [ˌmiːdi'ɒkrəti]	➨ Mittelmäßigkeit
order of the day	➨ Tagesordnung
direct sth. [ˌdaɪᵊ'rekt]	➨ etw. lenken, zuführen
maintenance	➨ Instandhaltung, Wartung
cabin	➨ *hier*: Passagierraum, Abteil
drain sth.	➨ *hier*: etw. erschöpfen
ancillary service	➨ Neben(dienst)leistung
rule sth. out	➨ etw. ausschließen
minded	➨ *hier*: orientiert

NO “You can never transfer risk to the private sector”

Railways never fit well with capitalism because passenger railways in particular are a social good. They can’t be shut down. You can never transfer risk to the private sector because, if things go wrong, the state has to take it back. This insulates private organizations against the normal tenets of capitalism. If they lose too much, the organization will simply revert back to the state. They can take risks knowing it is a one-sided bet.

Railways are not a product you can easily produce more of. They’re very inflexible. The investment required to boost capacity is enormous — even putting on a few extra carriages is quite difficult. So, they’re unsuited to a purely capitalist ethos. If you privatize railways, it’s “pretend capitalism”. You’re pretending that the railways are a normal good that you can easily upscale and downscale and that you don’t require much investment to do so. All those assumptions are wrong.

Railways provide a social service. You have to create a network with bits that are profitable and bits that are loss-making. That’s inevitable if you’re providing a service to towns and cities that don’t have a lot of traffic. But it’s important to provide the railways to those places to allow industry to settle there and keep the roads from becoming congested.

An integrated, largely state-run railway that still has commercial imperatives uses commercial services to generate profits to subsidize the network to smaller places, providing the social service. Even a privatized railway will still, by and large, be dependent on subsidy. And that means decisions will not be made by the private companies, but by the state.

social good	➨ *hier*: gesellschaftliches Gut, Gemeingut, Kollektivgut
shut sth. down	➨ *hier*: etw. stilllegen
insulate sb./sth.	➨ jmdn./etw. schützen
tenet	➨ Grundsatz, Grundprinzip
revert back to sb./sth.	➨ zu jmdn./etw. zurückkehren
bet	➨ *hier*: Wetteinsatz
boost sth.	➨ *hier*: etw. erhöhen
carriage (UK)	➨ *hier*: Wagen, Waggon
unsuited	➨ ungeeignet
normal good	➨ normales Gut
assumption [ə'sʌmpʃᵊn]	➨ Annahme
inevitable	➨ unvermeidbar
settle	➨ *hier*: sich ansiedeln, niederlassen
congested [kən'dʒestɪd]	➨ überfüllt, verstopft
imperative [ɪm'perətɪv]	➨ Notwendigkeit
subsidize sth.	➨ etw. subventionieren
by and large	➨ im Großen und Ganzen
subsidy	➨ staatliche Unterstützung

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Dealing with doubt

Viele Menschen kennen das Gefühl, nicht der oder die Richtige für ihren Job zu sein. Wie man lernt, mit dem Hochstapler-Syndrom umzugehen.

Von MARY BETH MASLOWSKI

MEDIUM US AUDIO

SIGNS OF IMPOSTOR SYNDROME

- Self-sabotage: downplaying knowledge, skills and abilities
- Overworking and always striving for perfection
- Looking for external validation; constantly hoping for positive feedback
- People-pleasing
- Thinking in extremes (being either the worst or the best at something, with no middle ground)

strive for sth.
► nach etw. streben

people-pleasing
► das Bedürfnis, es allen recht machen zu wollen

middle ground
► Mitte, Mittelweg

Feelings of self-doubt, of not being good enough at work, are quite common among employees. The expression "impostor syndrome," which first appeared in the late 1970s, describes the feelings we have when we believe we don't deserve to be in a certain position — that we're not actually the right person for the job.

A study by the consulting firm KPMG found that 75 percent of female managers experience impostor syndrome. Workplace psychologist Ben Granger told *Fortune*: "Being a woman in a male-dominated environment, or a person of color in a majority-white environment, could absolutely amplify that feeling of impostor syndrome."

The consultancy Korn Ferry has found that people at all management levels experience impostor syndrome — and that it's not just women who feel this way: 62 percent of the men surveyed admitted to experiencing impostor syndrome at work. Are men just not talking about it?

Melody Wilding, who is the author of business books such as *Trust Yourself: Stop Overthinking and Channel Your Emotions for Success at Work*, says men and women often react differently. "Men are more likely to turn to drugs and alcohol to deal with those feelings," she told *Business Spotlight*. "Women are more likely to externalize it, to seek the support of others to deal with it — men tend to suffer silently," she explains.

How to feel better

First, know that impostor syndrome is more common than most people realize. Wilding says identifying and naming the feeling is an important step to dealing with it. "Give it a name that is separate from yourself," she explains. "It helps you be more conscious of catching yourself when you fall into impostor-syndrome thought patterns. It helps create a little psychological distance, so that you can separate it from your identity."

She also recommends taking the time to track or appreciate your successes. That doesn't mean waiting for praise from your boss. "That's great, but it doesn't happen every day," Wilding says. "Expand your idea of what a win is — for example, 'I had a tough conversation today. It didn't go exactly as planned, but I did it.'"

This can also include surviving a difficult time, setting a boundary, or any moment of strength or a highlight from your day. Wilding says: "These are all things that you can take five or ten minutes for at the end of your day — while driving home or making dinner — just to reflect on what went well today."

Self-reflection and thinking about your successes can help you see how far you've come. Many people with impostor syndrome play down their own achievements, but celebrating them can help you feel more confident in your role.

impostor syndrome
► Hochstapler-/ Impostor-Syndrom

environment
[ɪn'vaɪᵊrənmənt]
► *hier*: Umfeld, Umgebung

amplify sth.
► *hier*: etw. verstärken

consultancy
► Beratungsunternehmen

surveyed [sᵊr'veɪd]
► befragt

channel sth.
► etw. kanalisieren

turn to sth.
► *hier*: zu etw. greifen

catch oneself doing sth.
► sich dabei ertappen, etw. zu tun

pattern ► Muster

appreciate sth.
[ə'priːʃieɪt]
► *hier*: etw. anerkennen

tough [tʌf]
► schwierig, hart

boundary
► Grenze

Foto: Stocksy United

Who wants to live forever?

In einem gesunden und junggebliebenen Körper mindestens 100 Jahre alt werden – oder vielleicht sogar für immer leben. Die Sehnsucht vieler Menschen nach Langlebigkeit ist zu einem Trend geworden und damit auch zu einem Geschäft.

Von RICHARD MOTE

ADVANCED

Bryan Johnson is using his millions and his own body for longevity research

Foto: Netflix/PLANET PHOTOS

In Britain, people who live to 100 receive a congratulatory telegraph from the royal family. Although more people are reaching 100 than in the past, there still aren't very many telegrams — centenarians make up just 0.03 per cent of the population in England and Wales .

Across OECD countries, average life expectancy has risen significantly. In 2023, it was 13 years longer than in 1960. This is mainly because modern medicine has found ways of preventing specific things that used to kill a lot of people, especially infectious disease.

Health spans have improved, but what about lifespans? Today, there's a lot of focus on ageing itself. A longevity industry has emerged, which includes medical companies, academic and commercial researchers, biohackers, apps and influencers. In many different ways, they are all trying to slow down, and even reverse, the ageing process.

It's hard to say where all the research, investment and experimentation will lead, but there is some promise that humans might succeed in extending life, and quality of life. It's possible that living beyond 100 will become the norm one day. And some are convinced that death itself can be overcome.

> "Are we the first generation that won't die?"

centenarian [ˌsentɪˈneəriən]	Hundertjährige(r)
health span	Gesundheitsspanne
lifespan	Lebensspanne
longevity [lɒnˈdʒevəti]	Langlebigkeit
emerge	sich entwickeln, entstehen
reverse sth.	etw. rückgängig machen
promise	*hier:* Aussicht

The first who won't die?

Someone who's sure of the possibilities of longevity is Bryan Johnson. The former tech entrepreneur, who is 48 this month, has dedicated the past few years of his life to making his body biologically younger. He believes that physical decline and death are not inevitable. In 2021, he started his anti-ageing project, Blueprint, in which he's published his entire health protocol for anyone to follow. This includes detailed information on what and how much he eats every day, what supplements he takes and how much he exercises. "I've built an algorithm that takes better care of me than I can myself," Johnson says, in the documentary about him, called *Don't Die*. "I think this is the first time in the history of the human race that it is not known how long and how well I can live."

Johnson hired a team of 30 doctors to create his routine. He takes about 100 pills a day and goes to bed at 8:30 every night, without exception. With non-stop therapies and tests, he calls himself the most measured human being in history — and the healthiest person in the world. On his website, he asks: "Are we the first generation that won't die?"

In the past, Johnson certainly didn't have a healthy lifestyle. He was a tech entrepreneur and founded the payment company Braintree. The stress took a heavy toll on him, physically and mentally. "I was marching into an early grave," he says. "It was a social norm that an entrepreneur would go days without sleeping. Now, I view this as totally foolish."

Of course, most people don't have the money to do what he's doing — it costs an estimated $2 million a year. However, Johnson sees himself at the forefront of research that could, one day, have widespread benefits. Longevity expert Dr Oliver Zolman, who works with Johnson, told *Fortune* magazine: "Gene therapies and cell therapies are coming through in the next ten years — and it's just going to continue to get better and easier and less expensive and less effort for the individual to do."

Another criticism is that Blueprint is not "real science". A clinical trial would involve lots of people. Doing hundreds of interventions on the same body makes it hard to know which ones are working. And there's the commercial side of Blueprint. Johnson recommends and sells a wide range of products. Some say he's creating demand and cashing in.

Where science is getting closer

A lot of Johnson's advice is common sense — eat well, prioritize sleep, etc. Another method of prolonging life is through drugs. Senescent (meaning "old") cells, for example, can cause a lot of health problems. The body's own mechanisms for getting rid of them

Dr Emil Kendziorra, CEO of Tomorrow.bio: "Cryopreservation is a chance"

entrepreneur [ˌɒntrəprəˈnɜː]	Unternehmer(in)
dedicate sth. to sth.	etw. etw. widmen
decline	*hier*: Verschlechterung, Verfall
inevitable	unumgehbar, unausweichlich
supplement [ˈsʌplɪmənt]	*hier*: (Nahrungs-)Ergänzungsmittel
exercise	*hier*: trainieren, Sport machen
documentary	Dokumentarfilm
toll: take a heavy ~ on sb.	jmdn. stark strapazieren, schwer belasten
grave	Grab
days: go ~ without doing sth.	etw. tagelang nicht tun
forefront	Spitze, vorderste Front
widespread	*hier*: vielfältig, umfassend
clinical trial	klinische Studie
intervention	Eingriff
cash in (on sth.)	von etw. profitieren
common sense	gesunder Menschenverstand
prolong sth.	etw. (zeitlich) verlängern
drug	*hier*: Medikament
senescent [sɪˈnesᵊnt]	alternd

decline with age, so targeted drugs that strengthen those natural processes — known as “senolytic” drugs — can be very beneficial.

Epigenetic information effectively tells cells which genes to turn on or off, and this changes as the body ages. Reprogrammed epigenetic chemical markers might be able to tell an older body to produce younger, healthier cells — not only preventing age-related health problems but potentially stopping, possibly even reversing, the cellular ageing process.

A 13-year-long study at Harvard Medical School has shown that, through manipulation of epigenetic information in mice, ageing effects can be accelerated but also reversed. The study’s senior author, Professor David Sinclair, wrote: “We hope these results are seen as a turning point in our ability to control ageing. This is the first study showing that we can have precise control of the biological age of a complex animal; that we can drive it forwards and backwards at will.”

> “It’s going to get better and easier and less expensive”

Waiting for tomorrow

Others hope to extend life by looking to the future. Worldwide, there are currently about 600 people suspended in a state of preservation, known as “cryostasis”. This is the field of cryopreservation, or cryonics.

“It’s the preservation of the human body, after legal death, at very low temperatures in liquid nitrogen, in the expectation that future medical technology may be able to restore the patient to health in a young body,” explains Peter Tsolakides, the co-founder and director of the not-for-profit organization Southern Cryonics, in Australia, which preserved its first patient in 2024.

Many who work in cryonics do so out of frustration with the pace of scientific progress. Dr Emil Kendziorra is the co-founder and CEO of Tomorrow.bio, a cryopreservation organization in Berlin. “I was in cancer research but, during medical school, I became more and more disillusioned with how fast academic research is,” Kendziorra told *Business Spotlight*.

Keeping people healthy for longer is called the “squaring of the morbidity curve”. However, “maximum lifespan is not being extended, despite all the technology that we have,” Kendziorra says. “In fact, there are currently no medical interventions in humans that extend maximum lifespan by even a day.”

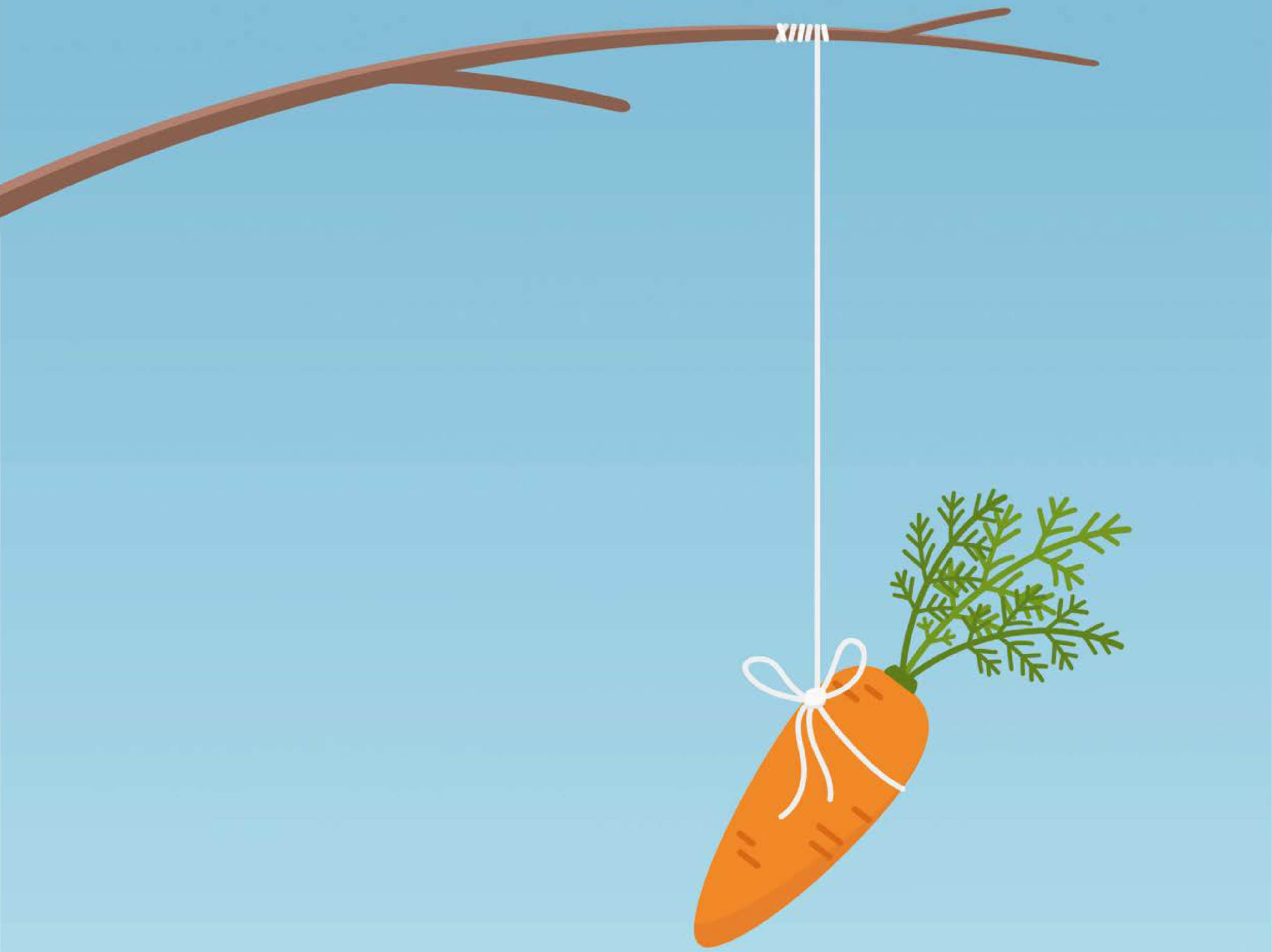
While it’s commonly thought of as “freezing”, preservation is specifically designed to prevent ice forming, which would damage the tissue. It does involve very low temperatures, however. “The further you cool down, the less metabolic activity there is in the body, particularly in the brain,” Kendziorra explains. “Before we go under zero degrees Celsius, we replace the blood and the water in the body with a cryopreservation agent, which is a medical-grade antifreeze solution that allows us to cool down to cryogenic temperatures — usually to minus 196 degrees Celsius — without having ice crystals form.” At that temperature, tissue can be preserved almost indefinitely.

Cryopreservation costs about €200,000, which people usually pay for via life insurance. Most of those who have signed up to be cryopreserved when they die are not yet old — in their 40s, and sometimes younger. The people who are suspended are legally dead and have donated their bodies to science.

What they’re paying for is the possibility of being revived some time in the future. Kendziorra describes cryopreservation as a chance. No one today knows how big that chance is — but 100 or 200 years from now? “There are no guarantees,” Tsolakides adds. “We don’t have any of the science yet to bring somebody back. That’s for the science of the future.”

decline	*hier:* nachlassen, sich verschlechtern
targeted	gezielt
related	*hier:* bedingt
accelerate sth.	etw. beschleunigen
at will	nach Belieben
suspended	*hier:* eingefroren
state of preservation	Erhaltungszustand
cryopreservation	Kälte-/Kryokonservierung
legal	*hier:* im juristischen Sinn
nitrogen ['naɪtrədʒən]	Stickstoff
restore sb. to health	jmdn. wieder gesund machen
pace	*hier:* Tempo
morbidity curve: squaring of the ~	Morbiditätskompression
tissue ['tɪʃuː]	*hier:* Gewebe
agent	*hier:* Mittel
solution	*hier:* Lösung (homogenes Gemisch)
indefinitely	auf unbestimmte Zeit
sign up	sich anmelden
cryopreserve	kryokonservieren
donate sth.	etw. spenden
revive sb.	jmdn. wiederbeleben

Foto: picture alliance/dpa



The will to work

Keine Hierarchien und Angestellte, die sich ihre Aufgaben selbst aussuchen: Eine japanische Firma hat damit Erfolg – auch dank einer eigenen Währung.

Von RACHEL PREECE

MEDIUM

For most people, work involves completing defined tasks in exchange for payment. The Japanese manufacturer Disco Corporation, however, is quite different. Founded in 1937, Disco earns more than $2 billion in revenue per year, making most of the precision machines and tools needed to cut and grind semiconductors. What's special about Disco is the way it is run.

There are no managers and no hierarchy. Each day, employees arrive at work and choose the tasks they want to do. They can join and leave teams as they wish. Introduced in 2011 by CEO Kazuma Sekiya, this system uses an internal currency, called "Will", to motivate staff. Using a company-wide app, employees select their tasks — jobs that are less popular, because they're boring or complicated, earn more Will. Translating a long legal document, for example, is worth more Will than interviewing candidates for jobs. Every internal transaction has a price tag.

Win some, lose some

Introducing Will made employees see that time is money from the moment they set foot in the office. It has helped improve productivity. The company's operating profit margin rose from about 16 per cent to 26 per cent in the first eight years of using Will. In Japan, Disco is considered a great place to work.

However, employees cannot only earn Will, they can lose it, too. Making silly mistakes, taking smoking breaks, even booking a conference room — things that are seen as inefficient — cost Will. Employees start each month with a negative Will balance and must work their way back above zero. There's also a weekly event, in which employees can suggest ways to improve productivity further. Winners are rewarded with Will.

No free will?

Most of Disco's employees seem happy with the concept. "The company culture is unlike anything I've ever experienced," one of them told *Fortune*. "We are made to feel like we really matter and all ideas are important."

The system also has critics, however. Sekiya tried to get workers to come back to the office by offering Will. "The company currency offers behavioural incentives, and the choice is up to you," he told *Bloomberg*. "We had to prove to employees that going to work isn't scary, although some felt it was harsh and several people have quit."

Others have quit after feeling overwhelmed — overtime at Disco is significantly higher than what's typical at Japanese companies.

Disco Corporation isn't the first company to trial a decentralized system of management, known as a "holacracy", but it has been the most successful. Zappos, an American shoe retailer, launched one in 2013 but had quietly dropped the idea by 2020. Some global corporations have shown interest. According to the *Financial Times*, curious managers from Sony, Toyota and Panasonic have visited to see the method in action. So far, however, none of those companies have tried it. Disco's success proves that Will can work, but for many, it's probably just a little too radical.

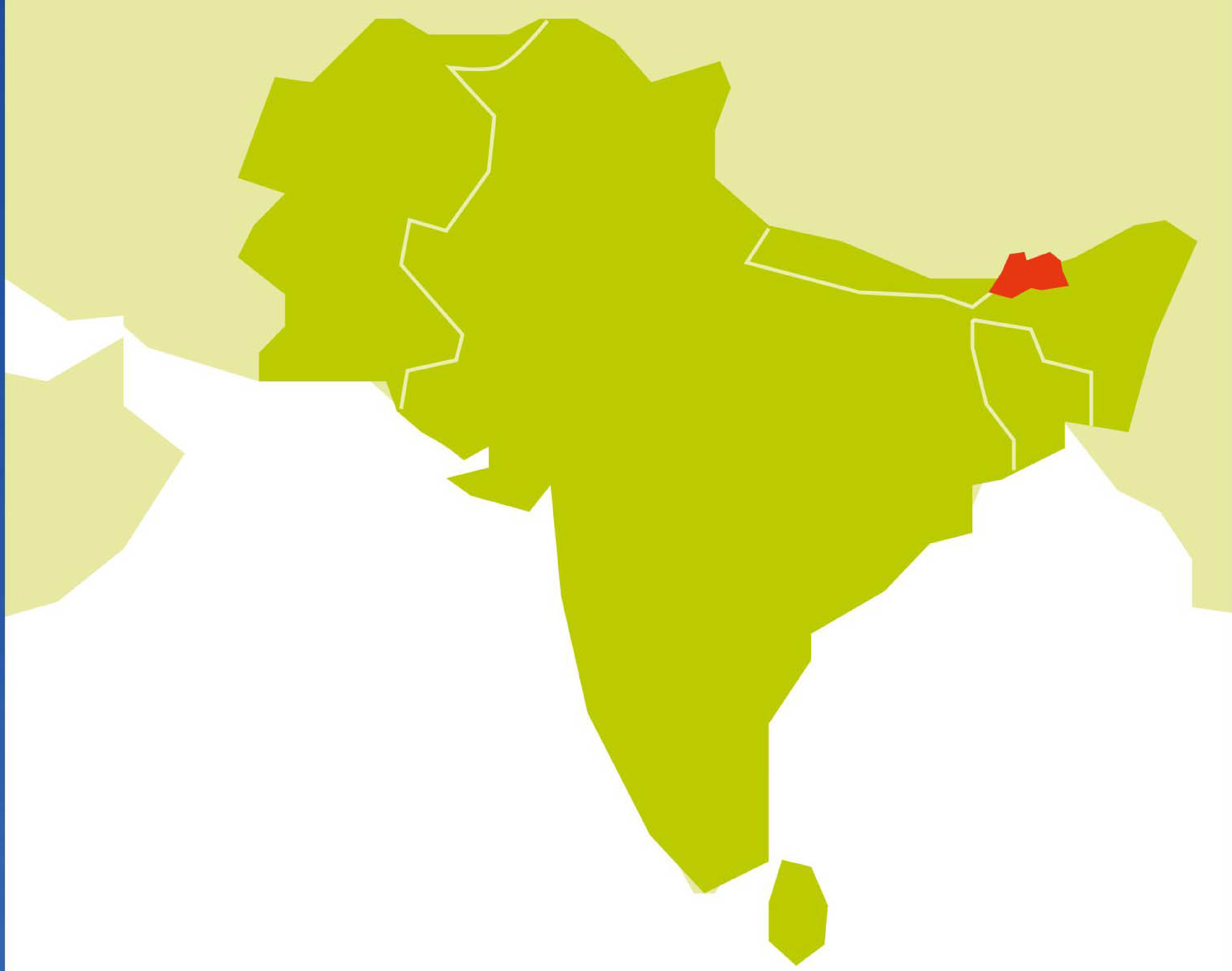
> "We are made to feel like we really matter"

manufacturer	Hersteller, Produzent
found sth.	etw. gründen
billion	Milliarde(n)
revenue ['revənjuː]	Umsatz
grind sth.	*hier*: etw. schleifen
semiconductor	Halbleiter
hierarchy ['haɪᵊrɑːki]	[wg. Aussprache]
legal ['liːgᵊl]	*hier*: juristisch
price tag	Preisschild
operating profit margin	Umsatzrendite
consider sth. sth.	etw. als etw. erachten
balance: negative ~	Minussaldo
unlike	anders als
make sb. feel like	*hier*: jmdm. das Gefühl geben, dass
critic	Kritiker(in)
incentive	Anreiz
up to: be ~ sb.	*hier*: jmdm. überlassen bleiben
scary (*ifml.*)	schrecklich
harsh	streng, hart
quit (*ifml.*)	kündigen
overwhelmed	überfordert
overtime	Überstunden
trial sth. ['traɪəl]	etw. testen
holacracy	Holakratie/Holokratie
retailer	Einzelhändler
launch sth. [lɔːntʃ]	*hier*: etw. starten, einführen, einsetzen
corporation	Unternehmen, Konzern

Illustration: iStock.com

The National Memorial Chorten, a holy building for Buddhists, in Thimphu, Bhutan's capital

Foto: Reinhard Schmid/HUBER IMAGES



World watch: Bhutan

Ein Land, in dem das Glück Politik und Wirtschaft bestimmt: was man über Bhutan wissen sollte.

MEDIUM ÜBUNGSHEFT

HISTORY

Located in the eastern Himalayas, between China and India, Bhutan has long been a mysterious and insular place. Foreign visitors have been allowed in only since 1974, and there was no television or internet in the country until 1999.

In the 1600s, the mountain valleys of Bhutan were unified into a political entity by Ngawang Namgyal, a Tibetan Buddhist known as “The Bearded Lama”. After losing the Duar War with Britain, in 1865, Bhutan agreed to give up some of its land and allow Britain to guide its foreign policy — in return, Britain provided financial support. After 1949, and the Chinese takeover of Tibet, Bhutan strengthened its ties with India, which included building roads and improving access to the country.

The Kingdom of Bhutan was founded in 1907, and the country remained an absolute monarchy until the 1950s. Today, the head of state is King Jigme Khesar Namgyel Wangchuck, the

insular [ˈɪnsjʊlə]
➼ *hier*: abgeschottet

unify sb./sth.
➼ jmdn./etw. einigen

political entity
➼ politische Instanz, politische Einheit

lama
➼ Titel für eine(n) tibetische(n) Lehrer(in) des Dharma

policy ➼ *hier*: Politik

in return ➼ im Gegenzug, als Gegenleistung

tie
➼ *hier*: Verbindung, Beziehung

found sth.
➼ etw. gründen

head of state
➼ Staatsoberhaupt

fifth king of Bhutan. The government, located in the capital city, Thimphu, is led by the prime minister. In 1971, Bhutan ended its international isloation by joining the United Nations.

PEOPLE AND SOCIETY

Bhutan's population is about 885,000. The three large ethnic groups are Bhutia (also called Ngalop), who make up about half of the people, followed by Nepali (35 per cent) and Sharchop (15 per cent).

The official language is Dzongkha, but Sharchopkha and Lhotshamkha are also widely spoken. More than 75 per cent of the people are Buddhists, while most of the rest are Hindus.

ECONOMY

India is Bhutan's most important trading partner, receiving most of the country's exports. Investment in hydropower has led to economic growth, a significant fall in the poverty rate and improved access to electricity across the country. Since the 2000s, electricity has been Bhutan's top export.

Economic policy decisions take into account the country's Gross National Happiness (GNH) Index. Introduced by Bhutan's fourth king, King Jigme Singye Wangchuck, in the 1970s, the GNH is used as a guide, so policy decisions focus on sustainable development. The "high-value and low-volume" approach to tourism is an example.

GEOGRAPHY

Bhutan has high mountains, up to 7,300 metres, and dense forests. There are three main geographic regions: the Great Himalayas, in the north; the Lesser Himalayas, in the centre; and the Duars Plain, in the south.

Differences in elevation give Bhutan quite a diverse climate for such a small area. With a total of 38,394 square kilometres, the country is a little smaller than Switzerland.

Sources: CIA World Factbook; *Britannica*

prime minister ➡ Premierminister(in)

make sth. up ➡ *hier:* etw. ausmachen

widely ➡ *hier:* weit verbreitet

hydropower ➡ Wasserkraft

take sth. into account ➡ etw. mitberücksichtigen

Gross National Happiness (GNH) ➡ Bruttonationalglück (BNG)

sustainable ➡ nachhaltig

approach [ə'prəʊtʃ] ➡ Herangehensweise

dense [dens] ➡ dicht

plain ➡ Ebene

elevation ➡ Höhe, Höhenlage

Evolving energy

Bhutan setzt im Bereich Mobilität auf erneuerbare Energien. Darüber hat MELITA CAMERON-WOOD mit Dr. Tashi Wangchuk gesprochen.

MEDIUM

Our leaders have made the most of our natural resources. There are a number of rivers flowing through the country, and in 1986, His Majesty Jigme Singye Wangchuck began the nation's first hydropower projects. Across Bhutan, electricity mainly comes from hydropower, which has minimal environmental impact and is very cost-effective for local consumers.

As Bhutan generates more hydropower than it needs, it exports around 5,000 million units annually to India. However, with the increasingly noticeable effect of climate change, the glaciers in the Himalayas are retreating, causing the volume of water in the rivers to fall significantly, with knock-on effects for the hydropower sector. As a result, there is increasing interest in developing solar power.

Bhutan's government is also keen to diversify its export portfolio because it expects higher domestic demand for electricity and lower hydropower exports in the future. Timber exports have recently been permitted, but there are concerns that this could have a negative environmental impact.

hydropower ➡ Wasserkraft

environmental impact ➡ Auswirkung(en) auf die Umwelt

annually ['ænjuəli] ➡ jährlich

glacier ['glæsiə] ➡ Gletscher

retreat ➡ zurückgehen

knock-on effect (UK) ➡ Dominoeffekt, Folgewirkung

solar power ➡ Sonnenkraft

keen: be ~ to do sth. ➡ darauf erpicht sein, etw. zu tun

domestic demand ➡ Inlandsnachfrage

timber ➡ Holz

PARKING
FOR
ELECTRIC
VEHICLES
ONLY WHILE
CHARGING
BT-1-A7796

A charging station in Paro and a hydroelectric dam

Much of the revenue from hydropower exports is spent on fossil-fuel imports from India for transportation. This is one reason why the government is interested in reducing the country's consumption of fossil fuels.

Only 162 out of every 1,000 people in Bhutan own a car — far fewer than in Europe, for example, but a lot compared with most other countries in South Asia. The road network in rural areas consists mostly of dirt roads. Most of the vehicles are concentrated in the capital, Thimphu, and other urban areas.

Government support for electric vehicles (EVs) is informed by the four pillars of Bhutan's Gross National Happiness Index: the promotion of sustainable development; the preservation and promotion of cultural values; the conservation of the natural environment; the establishment of good governance. EVs were introduced in Bhutan in 2014. Government support in the form of financial incentives and the installation of charging infrastructure made people more accepting of the initiative.

Public charging stations are free to use in Bhutan, but we need more of them. The initial cost of an EV compared with that of most conventional vehicles remains high, despite lower maintenance costs. However, new EVs from China, which are considerably cheaper, could help make the cars more popular across the country.

The aim of Bhutan's government is to achieve a zero-emission mobility sector by 2050. Alongside EVs for personal mobility, the aviation and cargo transportation sector have to shift towards green hydrogen, which can be produced using locally generated electricity at competitive rates. Even though Bhutan is a small country, there are big changes on the way.

> “Across Bhutan, electricity mainly comes from hydropower”

DR TASHI WANGCHUK is
the CEO of Thunder Motors
Electric Vehicles, in Bhutan

revenue ['revənjuː]	Umsatz, Einnahme(n)
fossil fuel ['fjuːəl]	fossiler Brennstoff
rural ['rʊərəl]	ländlich
dirt road	nicht asphaltierte Straße
informed	*hier:* geprägt
pillar	Säule
Gross National Happiness (GNH)	Bruttonationalglück (BNG)
promotion	*hier:* Förderung
sustainable	nachhaltig
preservation	Bewahrung
conservation	*hier:* Schutz, Erhalt
governance	Regierungsführung
incentive	Anreiz
charging infrastructure	Ladeinfrastruktur
free	*hier:* kostenlos
initial cost	Anschaffungskosten
maintenance	Instandhaltung
aviation [ˌeɪvi'eɪʃᵊn]	Luftfahrt
cargo	Fracht
shift	umstellen, wechseln
green hydrogen ['haɪdrədʒən]	grüner Wasserstoff
at competitive rates	zu konkurrenzfähigen Preisen

Fotos: picture alliance /Hans Lucas; Shutterstock.com

Great speakers with great speeches: John F. Kennedy, Amanda Gorman and Martin Luther King Jr.

The art of speechwriting

Eine gute Ansprache kann nicht nur viel bewirken, sondern auch in die Geschichte eingehen. Drei professionelle Redenschreiberinnen und -schreiber verraten, wie man die richtigen Worte findet.

Von MELITA CAMERON-WOOD

ADVANCED AUDIO

Some speeches withstand the test of time. The four words "I have a dream" are all it takes to recall the famous 1963 speech by the US civil-rights leader Martin Luther King Jr., for example. The speech marks a key moment in American history and has become a symbol of change.

A good speech leaves its mark, but it is as much about context as it is about content. US President Abraham Lincoln's Gettysburg Address, delivered during the country's civil war, contains just 272 words and was over after two minutes. Yet, it has become one of the most famous and admired speeches ever given in English. And another American president, John F. Kennedy, made his historic *"Ich bin ein Berliner"* speech to the people of West Berlin during the most tense period of the Cold War — it was the right message at the right time.

In politics and in business, the words of leaders have power, particularly in the age of livestreams and social media. Once spoken, words cannot be taken back. For this reason, the job of crafting official communications is given to professional speechwriters.

How do speechwriters think about their work? What are the challenges and what mistakes should you avoid when writing a speech? *Business Spotlight* speaks to three speechwriters to learn the top tips of the professionals.

Simon Lancaster

Speechwriter at Bespoke Speechwriting Services; TEDx speaker; bestselling author

Aristotle said you need *ethos*, *pathos* and *logos* to make a good speech. "Ethos" is credibility, "pathos" is passion and "logos" is logic. This remains the essential formula for any great speech, and thinking about speeches from this perspective makes crafting them really quite easy. You establish the speaker's credibility. You build up passion and, then, you establish your argument. Simple. Job done.

But most speakers fall at the first hurdle. The speaker lacks credibility because it is obvious that they don't really believe or feel what they are saying. A good speechwriter helps with that. They start the speech with points that their speaker really strongly believes and feels. Then, that energy will carry them through as they reach the more difficult parts of the argument.

Speechwriting is an act of psychological transference. You don't write what *you* want your speaker to say, but what *they* would say themselves.

"A nervous speaker will make the audience nervous as well"

withstand sth.	etw. überstehen
recall sth.	sich an etw. erinnern
deliver an address	eine Rede halten
tense	angespannt
in the age of	im Zeitalter von
craft sth.	etw. anfertigen
credibility	Glaubwürdigkeit
formula	Formel, Rezept
hurdle	Hürde
transference	Übertragung

Illustration: Georg Lechner unterstützt von KI; Foto: Privat

Juliana Dahl

Principal speechwriter and spokesperson at the European Stability Mechanism (ESM); former speechwriter at the Office of the Federal President of Germany

A speech during a crisis can limit panic and reassure people by addressing their fears with empathy, offering clear and accurate information, and avoiding rhetoric that escalates anxiety.

First, it should inspire trust. The famous "whatever it takes" speech given during the euro crisis, in 2012, by Mario Draghi, who was the president of the European Central Bank at the time, is a masterclass in this regard. It demonstrates unwavering commitment and effectively restores confidence. In this case, three simple words were enough.

Another key principle from the *Handbook on Crisis Communication for Public Institutions*, which I co-authored, is to speak with one voice. This ensures consistency in messaging, which is vital for maintaining public trust during uncertain times.

When you hear a great speech, you are captivated from the first moment to the end. For that to happen, it needs to be well structured, making it easy to follow the argument. Even though speakers have a lot to say, it is the role of the speechwriter to advise conveying only one key message.

It's important to understand who the audience is. Your message can be well crafted but, if it's not tailored to this particular audience, you might lose their attention. I also recommend avoiding overly complex speeches with too much information.

Relate facts or data points to something meaningful. For example, instead of saying "growth declined by 2.5 per cent", say "it's the steepest fall in the past ten years", to express the magnitude.

Ensure your speech has a strong opening and a memorable closing. It's about grabbing attention and leaving a lasting impression. These parts matter as much as the middle part, where you develop your arguments.

Practise until you feel comfortable and confident. If you speak publicly on a regular basis, consider professional media training. Confident delivery is comforting for both the audience and the speaker. Watching a nervous speaker will make the audience nervous as well.

Terry Szuplat

Former speechwriter for President Barack Obama and author of *Say It Well*, a book on public speaking

Speechwriters for CEOs often tell me that their CEO *only* wants to talk about the product or services they're offering. And my question is usually: "How are those speeches going? Are they interesting? Are they inspiring?" Not really. Public speakers have to recognize that, today, companies and brands aren't simply about the product. They're about the leaders and the voice behind the product.

A lot of CEOs are busy executives, and their communications and speechwriting teams aren't able to spend the time they need with them. When leaders aren't happy with what they're getting from their speechwriting team, my first question is: "Well, have you told them what you want?" If the president of the United States was able to make time to sit down with us and give us guidance, then all of us can make time to do that.

We have to remember that we are human beings in front of other human beings. I'm always appalled when I hear CEOs using words and expressions that are devoid of any humanity, like "rebalancing", "restructuring" or "our hearts go out to those who are impacted". Don't speak in euphemisms when people are hurting and there's bad news. You would not say those things to someone if you were actually talking to them. Show empathy, sympathy and grace.

I'm sure a lot of folks have been a speaker on a panel. One by one, the previous speakers say everything you were going to say. Well, that's a sign that you had a very generic presentation, right? Say what only you can say. If you've been given an

principal	Haupt-
spokesperson	Sprecher(in)
office	*hier*: Amtssitz
federal president	Bundespräsident(in)
reassure sb.	jmdn. beruhigen, beschwichtigen
anxiety [æŋˈzaɪəti]	Angst, innere Unruhe, Unbehagen
unwavering	unerschütterlich
restore sth.	etw. wiederherstellen
confidence	*hier*: Zuversicht
consistency	*hier*: Einheitlichkeit, Stimmigkeit, Kohärenz
messaging	Nachrichtenübermittlung
captivate sb.	jmdn. fesseln, faszinieren
convey sth.	etw. vermitteln
tailored: be ~ to sth.	an etw. angepasst sein
relate sth. to sth.	etw. auf etw. beziehen, etw. mit etw. ins Verhältnis setzen
decline	*hier*: zurückgehen
steep	*hier*: stark
magnitude [ˈmæɡnɪtjuːd]	*hier*: Ausmaß, Größenordnung
memorable	unvergesslich
grab sb.'s attention	jmds. Aufmerksamkeit erregen
lasting impression: leave a ~	einen bleibenden Eindruck hinterlassen
delivery	*hier*: Art der Darbietung
comforting	beruhigend
executive [ɪɡˈzekjʊtɪv]	Führungskraft
make time to do sth.	sich Zeit nehmen, etw. zu tun
guidance	Führung, Orientierungshilfe
appalled	entsetzt
devoid of	frei von, ohne
humanity	*hier*: Menschlichkeit
hearts: our ~ go out to those who are impacted	unser Mitgefühl gilt den Betroffenen
euphemism [ˈjuːfəˌmɪzəm]	beschönigende Umschreibung
hurting: be ~	leiden
grace	*hier*: Anstand
folks (*ifml.*)	*hier*: Leute
panel	*hier*: Podiumsdiskussion
one by one	eine(r) nach dem/der anderen

“Obama said: ‘This is a good six-page speech. It would be a great five-page speech’”

opportunity to speak, it’s because your hosts want you specifically.

When preparing your speech, I recommend spending the first 50 per cent of your time just thinking and collecting ideas. One big mistake people make is they get nervous and just start producing a presentation. Think before you write. Spend 25 per cent of your time writing — it’ll come a lot quicker after putting the time in. Then, use the last 25 per cent of the time to get critical feedback, with enough time to make changes before you deliver your speech.

While working for Obama, there was a time when I had written a speech. I thought it was done. And he came to me and said: “This is a good six-page speech. It would be a great five-page speech.” It was an hour or two before the speech, and we’d been working on it for weeks. This was actually on Air Force One as we were getting ready to land. So, frantically, I had to cut a page off a six-page speech — roughly 15 per cent. He would do this all the time. What he was teaching us was the difference between what’s nice and what’s necessary.

host	*hier:* Veranstalter(in)
time: put ~ in	Zeit reinstecken
frantically	wie wahnsinnig, verzweifelt
roughly ['rʌfli]	ungefähr

Illustration: Georg Lechner unterstützt von KI; Fotos: Laurent Antonelli/Blitz; Lawrence Jackson

business communication trends

Ob intern oder extern: Heute gibt es für Unternehmen viele innovative Möglichkeiten, um zu kommunizieren. Diese Entwicklungen sollte man nicht verpassen.

Von KEN TAYLOR

MEDIUM ÜBUNGSHEFT

Technology can help improve your organization's communication, both internally and externally. By keeping up with current communication trends, you can streamline communications by using the right tool for the right task.

While there are many trends in business communication, here are five that I think are particularly important.

keep up with sth.
▸ sich über etw. auf dem Laufenden halten

streamline sth.
▸ *hier*: etw. optimieren

Fotos: Shutterstock.com

1

Remote collaboration

For many of us, hybrid work is here to stay. The pandemic revealed the advantages of working remotely — from time and cost savings to flexibility and better work-life balance.

Remote collaboration is a part of many workplaces and requires effective internal-communication tools, so that work is coordinated and efficient. Real-time conversational messaging has taken over a lot of what email used to do. This helps with quick decision-making and can improve efficiency. It also helps employees work as if they were in the same room — co-editing documents, sharing ideas, delegating tasks and finding information.

However, you don't want employees scattered across multiple platforms. Chat services, messaging systems, as well as phone and videoconferencing should be in one place using the same internal-communications software.

This helps to:
- streamline workflows with less time spent switching between tools.
- make information accessible to all.
- simplify IT management, as fewer applications need to be supported.

Despite "back-to-the-office" rules, most employees still want the flexibility to choose where and when they work, but they need the right tools to do it.

> The aim here is to make individuals feel that you're speaking directly to them

2

Hyper-personalization

The aim here is to make individuals feel that you're speaking directly to them. AI automation and audience-data analysis make this possible.

With these tools, you can:
- organize customer contacts based on browsing history, demographics and purchasing history.
- tailor internal updates to specific individuals or groups.
- adjust your presence on social media according to economic, social or political trends.
- make better use of your communications budget.

3

Omnichannel strategy

Your external contacts want to connect with you on a number of channels, such as instant messaging apps, video, voice, social media and live chat — in addition to email and SMS.

An omnichannel strategy lets contacts use their preferred channels with no loss of service quality. It also supports marketing, sales and service.

This includes:
- greater reach, as it is easy for customers to find you.
- a seamless experience across multiple channels, allowing people to use their favourite channels to get what they want.
- faster service and problem-solving, as you meet your customers where they are and when they need you.

Most importantly, an omnichannel strategy lets you gradually create deeper relationships with your customers and other contacts.

here: be ~ to stay	*hier*: von Dauer sein
reveal sth.	*hier*: etw. aufzeigen
remotely	aus der Ferne
scattered	verstreut
switch sth.	etw. wechseln
accessible	zugänglich
audience ['ɔːdiəns]	*hier*: Zielgruppe
browsing history	Browserverlauf
purchasing history ['pɜːtʃəsɪŋ]	Kaufhistorie
tailor sth. to sb.	etw. auf jmdn. zuschneiden
adjust sth.	etw. anpassen
budget ['bʌdʒɪt]	[wg. Aussprache]
channel	Kanal
instant messaging app	Kurznachrichtendienst
reach	Reichweite
seamless	nahtlos, übergangslos

Employees want flexibility but they need the right tools

4

Use of generative AI

While there's been a lot of hype, the potential of generative AI is still unknown. However, organizations have already started integrating it into their communication processes.

Examples:

- Chatbots produce content based on conversational responses.
- Productivity assistants, such as Salesforce's Einstein GPT, support customer relationship management (CRM).
- Image generators create images based on prompts.
- Communications assistants, such as Rytr, create customized content.

5

Investment in cybersecurity

The *Harvard Business Review* estimates that about $212 billion will be spent on cybersecurity in 2025. Cyberattacks continue to happen because hackers are increasingly sophisticated and well financed, and the "attack area" is always increasing and changing.

As digital communication becomes more important, the risk also grows. Businesses must continually invest in advanced cybersecurity to protect data and keep communications secure. It's equally important to educate people about best practices.

content	Inhalt
prompt	Vorgabe, Stichwort, Aufforderung
customized	individuell angepasst
billion	Milliarde(n)
sophisticated	raffiniert
continually	fortlaufend, stetig
best practice	bewährte Methode, optimales Verfahren

ESSENTIAL PHRASES

Remote collaboration

- Remote working can reduce costs and retain talent.
- How will remote working influence our business culture?
- Working virtually does have a few drawbacks.

Hyper-personalization

- Customers are impressed by a high level of individualization.
- Hyper-personalization is also known as one-to-one marketing.
- Personalized communication requires state-of-the-art software.

Omnichannel strategy

- We need the technology in place to support multiple channels.
- You want contacts to switch between channels seamlessly.
- We can have a single platform to manage all our channels.

Use of generative AI

- Generative AI sometimes produces inaccurate information.
- Generative AI can be used to augment or create written content.
- AI tools will help us stay competitive.

Investment in cybersecurity

- We have to protect ourselves from ransomware attacks.
- Our staff need security awareness training.
- We need multiple layers of cyber-protection across the organization.

remote working	Fernarbeit, Telearbeit
retain talent	*hier*: Talente binden
drawback	Nachteil
state-of-the-art	hochmodern
in place: have sth. ~	über etw. verfügen, etw. vorhanden haben
seamlessly	nahtlos, übergangslos
augment sth. [ɔːɡˈment]	etw. ergänzen, verbessern
content	Inhalt
competitive	wettbewerbsfähig
awareness training	Bewusstseinsschulung
layer	Schicht, Ebene

Full-time or part-time?

Vollzeit ist nicht gleich Vollzeit: In welchen Ländern am längsten gearbeitet wird und wer am häufigsten in Teilzeit angestellt ist, zeigt dieser Überblick.

EASY

Today, the number of hours worked by full-time employees in Europe is much lower than it was in the late 19th century. Since the 1980s, however, full-time workers have continued to work about the same number of hours, despite technology improvements that once promised to reduce the workload.

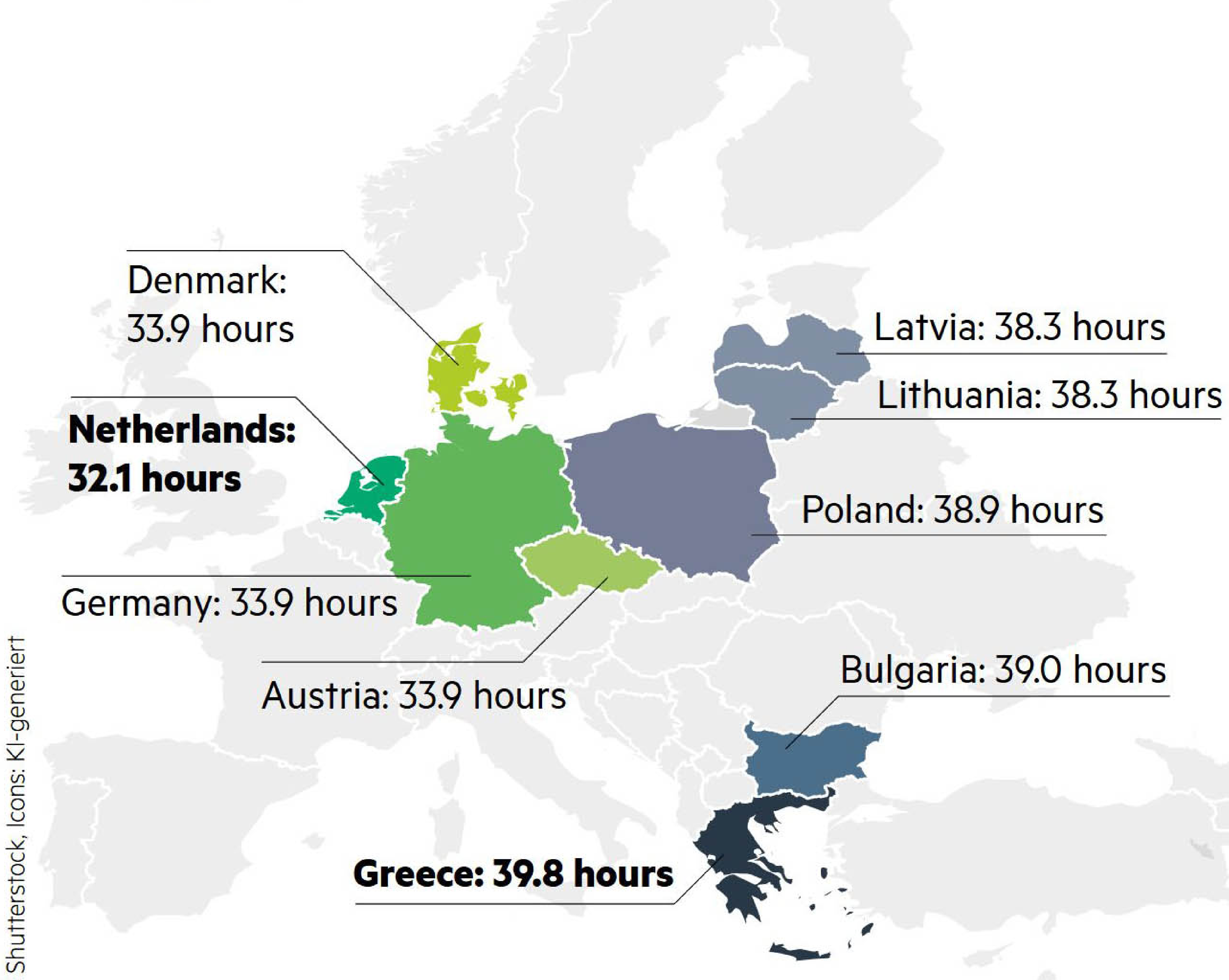
In the EU, people aged 20–64 worked an average of 36 hours per week in their main job in 2024 — down from 37 hours in 2014.

- The percentage of part-time workers in the EU has increased only slightly over the past decade.
- In 2023, 17.1 per cent of employed people were part-timers — 27.9 per cent of women (aged 20–64) and 7.7 per cent of men. Of women who work part-time, only about five per cent hold management positions, according to the ifo Institute.
- In the US, the numbers are similar. Today, 17.5 per cent of workers are part-time, up from 13.5 per cent in 1968, when the government began collecting this data.

AVERAGE NUMBER OF WEEKLY HOURS WORKED IN EU COUNTRIES IN 2024

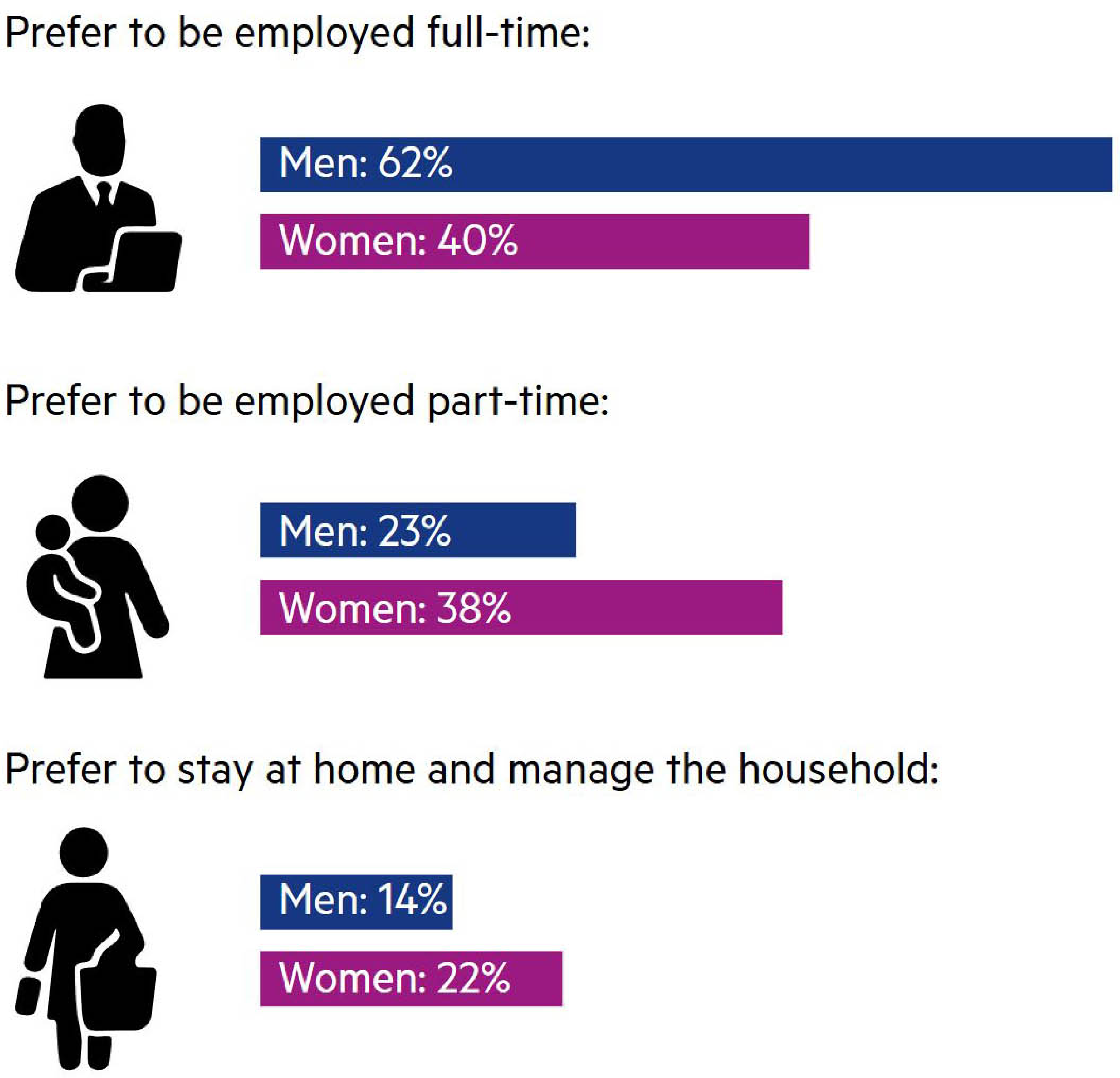
Most hours:		Fewest hours:	
Greece:	**39.8 hours**	Denmark:	33.9 hours
Bulgaria:	39.0 hours	Austria:	33.9 hours
Poland:	38.9 hours	Germany:	33.9 hours
Latvia:	38.3 hours	**Netherlands:**	**32.1 hours**
Lithuania:	38.3 hours		

Source: Eurostat



Karte: Shutterstock, Icons: KI-generiert

DIFFERENCES IN EMPLOYMENT PREFERENCES



Source: Gallup

Gallup reports that women are 8.2 times more likely to be responsible for most of the housework. As these unpaid tasks increase, full-time work becomes harder to manage.

However, Gallup says flexible working models, which have become more common since the pandemic, make it possible for more and more full-time workers to choose the hours they work.

One 2024 survey found that 87 per cent of companies reported rising demand from employees for more flexibility.

workload	Arbeitslast, Arbeitspensum
Latvia	Lettland
Lithuania [ˌlɪθju'eɪniə]	Litauen
percentage	Prozentsatz
hold sth.	*hier:* etw. innehaben
times	mal, fach
task	Aufgabe
survey ['sɜːveɪ]	Umfrage
find sth.	*hier:* etw. ergeben

Do we complain too much?

Na, haben Sie heute schon gemeckert? Was hilft, wenn dauernde Nörgelei Ihr Team bremst – und welche Rolle ein echter Jammerlappen dabei spielen kann.

Von FRANK PETERS

MEDIUM AUDIO ÜBUNGSHEFT

> Suddenly, you've gone from a list of complaints to a list of clear steps

Many work conversations are about things that have gone wrong, or about someone who's done (or not done) something. Sometimes, it's just some complaining about how unfair life can be. As a team coach, my first impulse is to introduce an idea called the "circle of concern". This was made famous by Stephen Covey, author of *The 7 Habits of Highly Effective People*. It's a simple-but-powerful model that can change people's perspectives.

Covey draws three concentric circles. The smallest circle holds things we control directly — behaviour, words, decisions, etc. The next circle surrounds the first and represents the "circle of influence". This includes things we can't control but can influence, such as how well the team works together or how a meeting is structured.

Finally, the outermost circle, called the "circle of concern", includes the things we have no control over, such as the weather, the stock market and, often, management decisions. These things that we cannot control or influence are often the topics of the most passionate discussions.

Although there's no rational reason to spend time and energy worrying about the things in the outer circle, we all do it sometimes. And some people defend their "right" to complain about things. Honestly, that's fine. Often, letting off steam is healthier than keeping emotions bottled up, and releasing the tension — perhaps with a good rant — can be an important first step to gaining clarity.

However, if a team starts to complain too much, especially about things they can't control, I introduce a little helper: the *Jammerlappen*. In German, someone who constantly whines is seen as an old, worn-out cloth. In American English, you can "rag on" someone. This activity is a cheeky but playful way to raise awareness of habitual complaining.

Deep mistrust

Bring an actual old rag — the shabbier, the better! This adds to the effect. At the beginning of a team meeting, you introduce this new "member" of the team. With everybody sitting in a circle, put the rag in the middle. Anyone can pick it up and gets three minutes to complain about whatever they want. You can give the complaints a context if you like, for example: "What annoys you when working with people inside or outside the team?"

During those three minutes, the others just listen — no comments, advice or corrections (a challenge for some people). It's an important act of respect and also a form of self-discipline. When time's up, the rag goes back in the middle and the next person can pick it up and so on.

FRANK PETERS lives in Cologne and works as a coach with teams and leaders, to make them a successful and happy team (again)

outermost	➥ äußerste(r/s)
stock market	➥ Aktienmarkt
let off steam	➥ Dampf ablassen, Frust rauslassen
bottled up: keep sth. ~	➥ etw. für sich behalten
release sth.	➥ *hier*: etw. freilassen, loslassen
tension	➥ Anspannung
rant	➥ Schimpftirade
whine [waɪn]	➥ jammern
worn-out	➥ abgenutzt
rag on sb. (US, *ifml.*)	➥ auf jmdm. herumhacken
cheeky (UK)	➥ frech
raise awareness of sth.	➥ für etw. sensibilisieren
rag	➥ Lappen, Lumpen
shabbier: the ~, the better	➥ je schäbiger, desto besser
time's up	➥ die Zeit ist um

Fotos: Shutterstock.com; Uwe Klössing

You'll notice how people visibly relax when they hear others share their frustrations. For others, it might be hard to bear all the negativity, but, after a while, a sense of humour and lightness usually sneaks in. The whole thing becomes quite liberating. Now, you have a few options for what comes next.

Option A: Reflection

Without going into detail about the problems, you just reflect on the experience itself. Ask questions like:

- What did you think while the others were complaining?
- How did you feel while speaking?
- What's different now compared to before?

This alone can be enough to clear the air, release tension and help people move on.

Option B: Go deeper

Playful complaining can be a starting point to sort through what's really going on and what you can do about it. While each person speaks, someone takes notes, using one card per issue. Then, assign each card to one of the three circles: control, influence or concern.

Then, take a look at the cards together. For each, write down one actionable step. Many of the "concern" items offer few options beyond acceptance, but the act of sorting through them helps visualize where action is possible and where the group should concentrate its energy. And, suddenly, you've gone from a list of complaints to a list of clear steps you can take to improve things.

Maybe keep the old rag somewhere visible in the meeting room. It may come in handy again some time, and it's a gentle reminder that complaining itself isn't the problem. Staying stuck in that negative cycle is.

Foto: Shutterstock.com

visibly	sichtbar
bear sth. ['beə]	etw. aushalten, ertragen
lightness	*hier*: Leichtigkeit
sneak in	sich einschleichen
liberating ['lɪbəreɪtɪŋ]	befreiend
clear the air	die Luft reinigen; *hier*: reinen Tisch machen
move on	*hier*: etw. hinter sich lassen
sort through sth.	etw. durchsehen
issue ['ɪʃuː]	*hier*: Problem
assign sth. [ə'saɪn]	etw. zuordnen
actionable	umsetzbar
item ['aɪtəm]	*hier*: Punkt, Thema
come in handy	sich als nützlich erweisen
staying stuck in sth.	in etw. stecken bleiben

ESSENTIAL PHRASES

The art of complaining

- Would it be possible to look into the software issue? It's really slowing everything down.
- I'd appreciate it if we could have more regular updates on management decisions that affect the team.
- There seem to be a few problems with the booking system. I find it quite confusing.
- I just wanted to mention that the air conditioning isn't working properly again.
- It's a little annoying how often the meeting times get changed.
- To be honest, I'm getting fed up with how slow the internet is in the office.
- Honestly, I don't think the new process is working very well.
- It would be nice to have a bit more time to prepare for these things.

look into sth.	*hier*: etw. auf den Grund gehen
issue ['ɪʃuː]	*hier*: Problem
appreciate sth. [ə'priːʃieɪt]	etw. begrüßen, zu schätzen wissen
affect sb./sth.	jmdn./etw. betreffen
air conditioning	Klimaanlage
annoying	nervig, lästig
get fed up with sth.	etw. sattbekommen, leid werden

The gardener of Alcatraz

Als leitende Gärtnerin bewahrt Shelagh Fritz die grüne Seite von Alcatraz. MELITA CAMERON-WOOD hat mit ihr über die Arbeit auf der ehemaligen Gefängnisinsel gesprochen.

EASY US AUDIO ÜBUNGSHEFT

SHELAGH FRITZ is the program manager and head gardener at Alcatraz Gardens

I am a gardener on the island of Alcatraz. Most people know Alcatraz as a prison, which has a long and interesting history, but they're usually surprised to see the gardens on the island.

The first decorative plants on Alcatraz were put here in the 1860s. They were part of the lighthouse keeper's small garden. The island had been turned into a military fortress in 1859 and was used to hold prisoners during the U.S. Civil War. After that, it became a military prison and, later, a federal prison before it finally closed, in 1963.

During the island's history, the gardens have supported the mental health of those who lived and worked here. It isn't easy to live on a barren rock. Many of the men who were here as prisoners were able to become gardeners and they were essential workers for the expansion of the gardens.

Alcatraz Island became a national park in 1972. Even though the gardens were forgotten for 40 years, around 200 plant species survived. When I started working here as a full-time gardener, in 2006, I studied the research archives that had been put together by the previous program manager. With the help of the U.S. National Park Service, I was able to see what the gardens would have looked like. We have strict rules about historical accuracy. Using old photographs, we chose five garden areas to tell the story of the people who had lived on Alcatraz and looked after its gardens. After our plans had been approved, we began raising money and started work. The supporters and members of the Golden Gate National Parks Conservancy were very important. The island was surveyed, and everything was documented before work began. Even now, I keep very detailed records.

The gardens wouldn't be possible without the volunteers who help with the gardening work. Alcatraz belongs to the International Coalition of Sites of Conscience, which is a network of historical sites that teaches people about human rights. As part of this, I do educational community work on sustainable gardening and climate change, and on the healing power of gardens, especially for people who are incarcerated. The Parks Conservancy believes in Alcatraz as a vital national landmark where we learn from the past to shape a better future.

> "The gardens were forgotten for 40 years"

lighthouse keeper	Leuchtturmwächter(in)
fortress	Festung
federal prison	Bundesgefängnis
barren rock	karger Fels
research	Forschung
previous ['priːviəs]	vorherig
accuracy ['ækjərəsi]	Genauigkeit, Richtigkeit
look after sth.	sich um etw. kümmern
raise money	Geld sammeln
conservancy	*hier*: gemeinnützige Organisation (für Natur, Tourismus etc.)
survey sth. [sᵊr'veɪ]	*hier*: etw. begutachten
records: keep ~ of sth. ['rekᵊrdz]	Buch über etw. führen
volunteer [ˌvɑːlən'tɪᵊr]	freiwillige(r) Helfer(in)
site	*hier*: Stätte, Ort
conscience ['kɑːnʃᵊns]	Gewissen, Bewusstsein
sustainable	nachhaltig
healing power	Heilkraft
incarcerated	inhaftiert
vital ['vaɪtᵊl]	wichtig, unverzichtbar
landmark	Wahrzeichen
head gardener	leitende(r) Gärtner(in)

Foto: Russell Bombon/Parks Conservancy

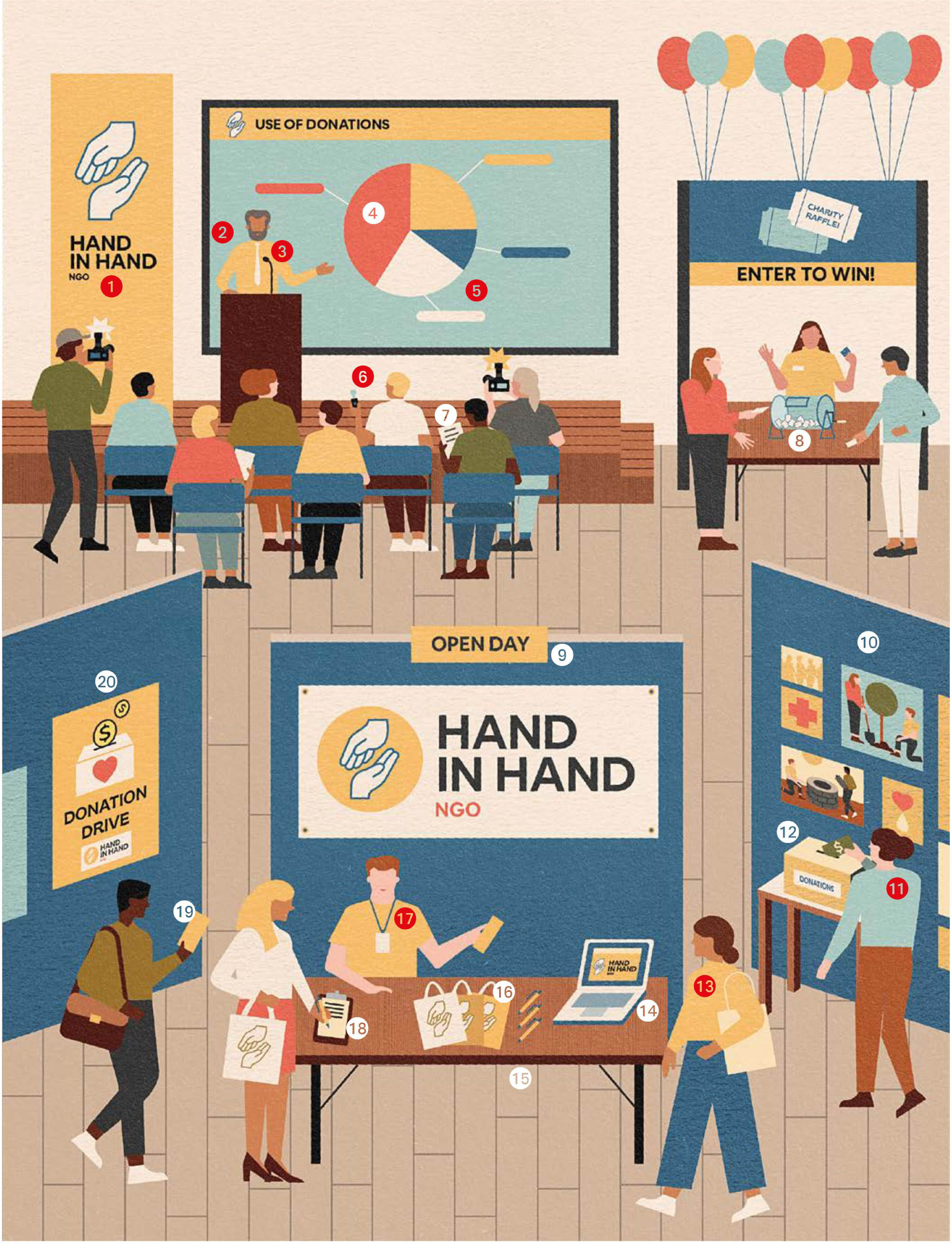

HAND IN HAND NGO
USE OF DONATIONS
CHARITY RAFFLE!
ENTER TO WIN!
OPEN DAY
HAND IN HAND NGO
DONATION DRIVE
HAND IN HAND
DONATIONS
HAND IN HAND
1
2
3
4
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Illustration: Mike Ellis

Public relations (PR)

Newsletter, Pressemitteilungen oder Flyer: Was Unternehmen tun können, um die Öffentlichkeit zu erreichen – die wichtigsten Vokabeln.

Von HILDEGARD RUDOLPH

EASY **AUDIO**

CHARITY RAFFLE!
ENTER TO WIN!

1. **NGO (non-governmental organization)** ► NRO (Nichtregierungsorganisation)
2. **speaker, lecturer** ['lektʃərə] ► Referent(in)
3. **public-relations officer** ► Beauftragte(r) für Öffentlichkeitsarbeit
4. **pie chart** ► Torten-, Kreisdiagramm
5. **distribution/allocation of funds** ► Verteilung der Gelder/Mittel
6. **media coverage** ► Berichterstattung in den Medien
7. **press release** ► Pressemitteilung
8. **raffle** ► Tombola, Gewinnspiel
9. **open day** (UK), **open house** (US) ► Tag der offenen Tür
10. **aid project** ► Hilfsprojekt
11. **donor** ['dəʊnə] ► Spender(in)
12. **donation** ► Spende
    volume of donations ► Spendenaufkommen
13. **target group** ['tɑːgɪt] ► Zielgruppe
14. **website, online/internet presence** ► Internetauftritt
15. **information desk/stand** ► Informationsstand
16. **merchandise, promotional item** ► Werbeartikel, -geschenk
    cloth bag ► Stofftasche
17. **volunteer** [ˌvɒlən'tɪə] ► Ehrenamtliche(r), Freiwillige(r)
18. **membership drive/recruitment** ► Mitgliederwerbung
19. **information material/leaflet** ► Informationsmaterial
    handout ► Handzettel, Infoblatt
20. **fundraising (campaign)/donation drive** ► Spendenaktion, Mittelbeschaffung

Informing people

When a company has a new product, or an NGO needs money to finance a project in a developing country, they want people to know about it. This is where public relations (PR) comes in.

Common PR tools include press releases, websites and blogs, lobbying, social media campaigns, newsletters, sponsoring and fundraising work, printing leaflets, organizing open days or distributing promotional items, such as cloth bags, caps or balloons for children.

PR work focuses on informing people about the content, goals and successes of an organization to strengthen its reputation and help win people's support.

WHAT'S *SPENDEN* IN ENGLISH?

The German verb *spenden* is **donate** in English. It is not **spend**, which is translated as *ausgeben, verbrauchen* or *(Zeit) verbringen*:

- "More money than ever before was donated this year." — *Mehr Geld als jemals zuvor wurde in diesem Jahr gespendet.*
- "This slide shows how much was spent in total." — *Diese Folie zeigt, wie viel insgesamt ausgegeben wurde.* / "All their stocks were spent." — *Ihre sämtlichen Vorräte waren verbraucht.* / "He often spent Saturdays in the office." — *Er verbrachte oft den Samstag im Büro.*

DON'T MIX US UP!

The German noun *Los* is translated differently, depending on the context:

- **Ticket** is used to refer to the paper slips in a lottery or raffle: "Every raffle ticket is assured a prize." — *Jedes Tombola-Los ist ein Gewinn.*
- **Destiny**, **fate** or **lot** refers to a person's luck or situation in life: "People who suffer from a hard lot make her sad." — *Menschen, die unter einem schweren Los leiden, stimmen sie traurig.*
- The phrases **hit the jackpot** and **strike (it) lucky** are translated as *das große Los ziehen:* "We've hit the jackpot with this project." — *Wir haben mit diesem Projekt das große Los gezogen.*

Other useful vocabulary

Nouns

brand ambassador ► Markenbotschafter(in)

level of awareness ► Bekanntheitsgrad

public image ► Darstellung in der Öffentlichkeit

visibility [ˌvɪzə'bɪləti] ► Sichtbarkeit, Präsenz

Verbs

address sb. ► jmdn. ansprechen, sich an jmdn. wenden

appeal to sb. ► bei jmdm. Anklang finden

endorse sth. ► etw. unterstützen

raise (money) ► (Geld) sammeln, aufbringen

reach sb. ► jmdn. erreichen

target sb. ['tɑːgɪt] ► auf jmdn. abzielen

Adjectives

biased ['baɪəst] ► voreingenommen

charitable, non-profit ► gemeinnützig

comprehensive ► umfassend

objective, factual ['fæktʃuəl] **matter-of-fact** ► sachlich

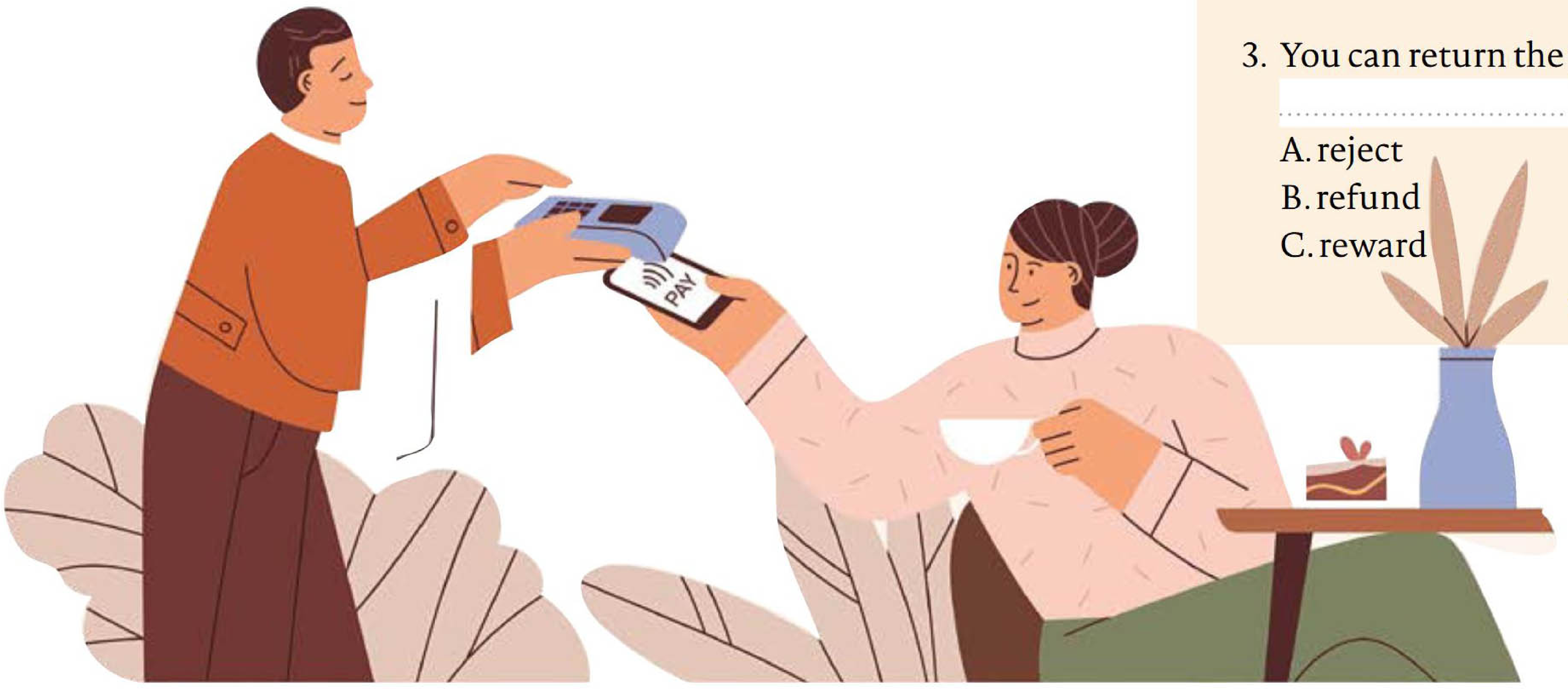
(un)known ► (un)bekannt

Payments

Lastschrift, Garantie, Rechnung: Hilfreiche Vokabeln rund um das Thema Zahlungen.

Von KAREN RICHARDSON

MEDIUM **AUDIO** **ÜBUNGSHEFT**



Knowledge check

1. A payment that is late is ....
   A. overdone
   B. overdue
   C. overdeveloped

2. Can I .... the money to your account?
   A. transfer
   B. transit
   C. transport

3. You can return the product and get a ....
   A. reject
   B. refund
   C. reward

You'll find the answers on page 47

Word bank

Here, we present essential vocabulary you'll need to talk about payments.

Nouns

account	Konto
accounting	Buchhaltung
amount	Betrag
balance	Kontostand
bank transfer	Banküberweisung
confirmation	Bestätigung
credit note	Gutschrift(anzeige)
creditor	Gläubiger(in)
debt [det]	Schuld(en), Zahlungsverpflichtung
debtor ['detə]	Schuldner(in)
delay	Verzögerung
direct debit	Lastschrift
discount	Nachlass, Rabatt
guarantee	Garantie, Gewährleistung
invoice	Rechnung
payment	Zahlung
penalty	(Vertrags-)Strafe
receipt [ri'siːt]	Beleg, Quittung; Erhalt
refund ['riːfʌnd]	Zurückerstattung
remainder	Restbetrag
reminder	Zahlungserinnerung
remittance	Geldüberweisung, Geldanweisung
settlement	Zahlung, Begleichung
statement	Kontoauszug
terms of payment	Zahlungsbedingungen
transaction	Transaktion, Abwicklung

Verbs

chase sth. up (*ifml.*)	bei etw. nachhaken
deduct sth.	etw. abziehen
default	im Zahlungsrückstand sein
defer (payment)	(eine Zahlung) verschieben
escalate sth.	etw. eskalieren, nach oben weitergeben
follow sth. up	etw. nachgehen, weiterverfolgen
owe sb. sth.	jmdm. etw. schulden, schuldig sein
pay	zahlen
promise sth.	etw. versprechen
recover (the amount due)	(den fälligen Betrag) einfordern
request payment	zur Zahlung auffordern
settle (an account)	(ein Konto) ausgleichen, (eine Rechnung) begleichen
trace sth.	etw. nachverfolgen
transfer sth.	etw. überweisen
withhold sth.	etw. verweigern, zurückhalten

Adjectives & adverbs

creditworthy	kreditwürdig
dated	datiert, mit Datum versehen
in full	vollständig; den vollen Betrag
insolvent [ɪn'sɒlvənt]	insolvent, zahlungsunfähig
late	verspätet, nicht fristgemäß
outstanding	offen, unbeglichen
overdue	überfällig
partial	teilweise, Teil-
promptly	umgehend

In context

Emma and James are looking at the company accounts.

Emma: I've been going over the **accounts** and found a few **overdue invoices**. We need to **chase them up** and make sure they're paid before the end of the month.

James: That's right. GreenTech Ltd has an **outstanding balance** of €7,800. The **invoice** was due to be paid **in full** by 15 May, but we still haven't received payment.

Emma: Hmm... Have we sent a **reminder**?

James: Yes, we sent one last week, but there's been no response. I'll **follow up** again today and **request** full **settlement** within the next few days.

Emma: Good. We need to remind them of our **terms of payment** and that, if they don't **pay promptly**, we will have to **escalate** this.

James: Agreed. Also, GZX Corp. made a **partial payment**, but they still **owe** €3,500.

Emma: OK. Let's wait until the end of the month. If we don't hear from them by then, we'll take further action.

James: Understood. I also noticed that Swift Traders' **bank transfer** hasn't arrived. They said there was a technical problem and **promised** to **settle the account** asap. Let's give them until Monday.

Emma: OK, I'll make a note to contact them next week if necessary. We can't afford any further **delays**.

take further action ➡ weitere Maßnahmen ergreifen	**asap (as soon as possible)** ➡ schnellstmöglich

Fotos und Illustrationen: Shutterstock.com; iStock.com

Grammar check

Exercise 1 E

Choose the correct preposition to complete each sentence from the dialogue.

1. We need to make sure they're paid *before / until / within* the end of the month.
2. The invoice was due to be paid in full *by / until / within* 15 May.
3. I'll follow up again today and request full settlement *by / until / within* the next few days.
4. OK. Let's wait *before / until / within* the end of the month.
5. If we don't hear from them *by / until / within* then, we'll take further action.
6. Let's give them *before / until / within* Monday.

You'll find the answers on page 47

Prepositions to talk about time: by, until, within, before

Use **by** with deadlines:

- I have to finish this **by** Friday. (= no later than Friday)
- I'll be back **by** two o'clock. (= I'll be back at 2 p.m. if not before then.)

You can also use **by** with a verb phrase, often in the expression "by the time":

- **By the time** he finishes his presentation, the audience will be asleep.

Exercise 2 M

Complete each sentence with **by**, **until**, **within** or **before**.

1. Let's wait .... everyone is here, and then we'll start.
2. I'd like to get everything finished .... my holiday.
3. The application will be processed .... five working days.
4. The discount is available only .... the end of the month.
5. If I'm not back .... 3 p.m., you can start without me.
6. The refund may take .... the end of the week to process.

You'll find the answers on page 47

Common collocations

Here, we look at some key word partnerships with "payment".

"payment" + noun
adjective + "payment"

payment gateway
➜ Zahlungsportal

payment method
➜ Zahlungsart

payment plan
➜ (Teil-)Zahlungsplan

payment schedule ['ʃedjuːl]
➜ Zahl(ungszeit)plan

payment terms
➜ Zahlungsbedingungen

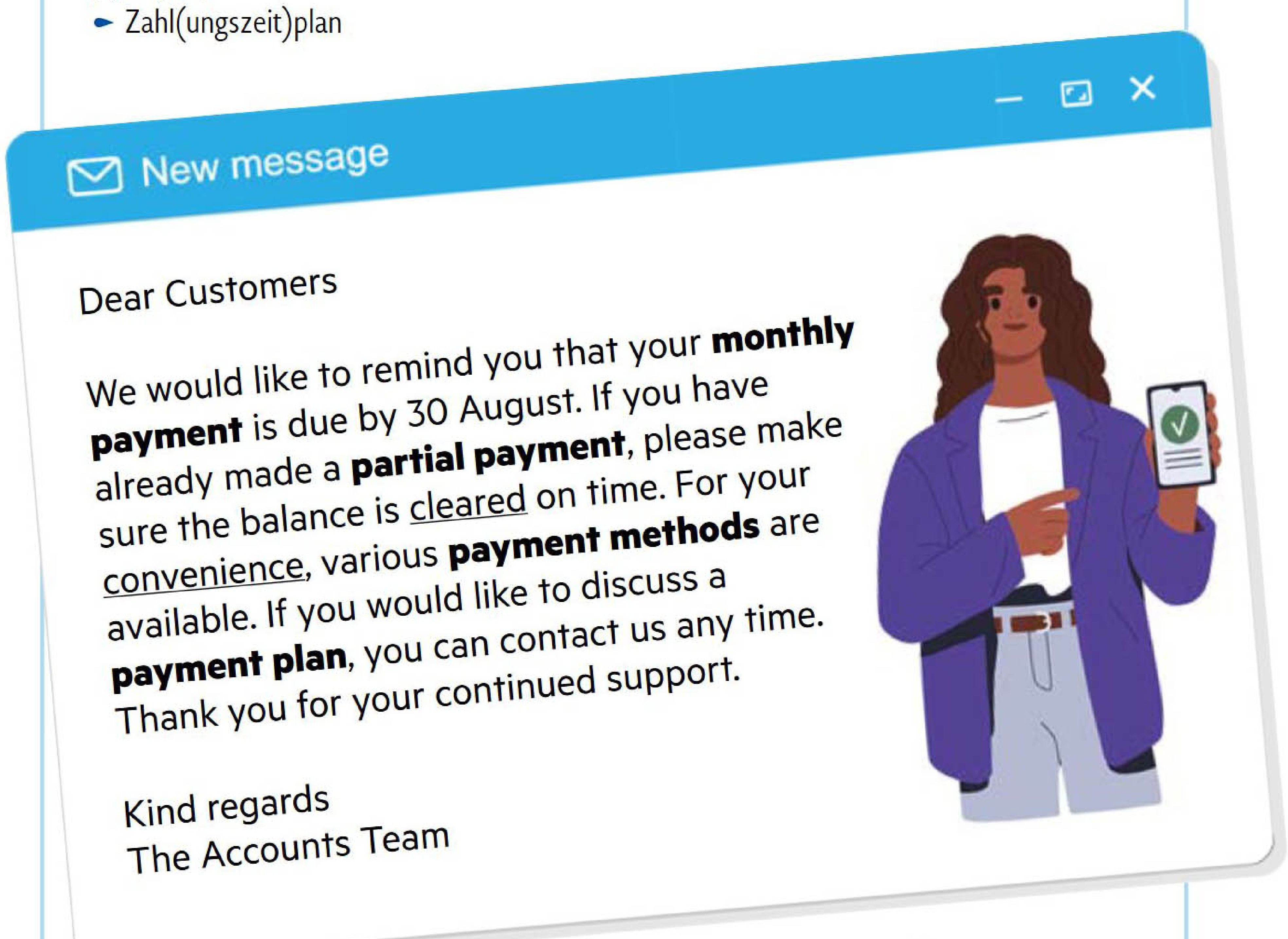
advance payment
➜ Vorauszahlung

final payment
➜ Abschlusszahlung, Schlusszahlung

late payment
➜ Zahlungsverzug, verspätete Zahlung

monthly payment
➜ monatliche Zahlung

partial payment
➜ Teilzahlung



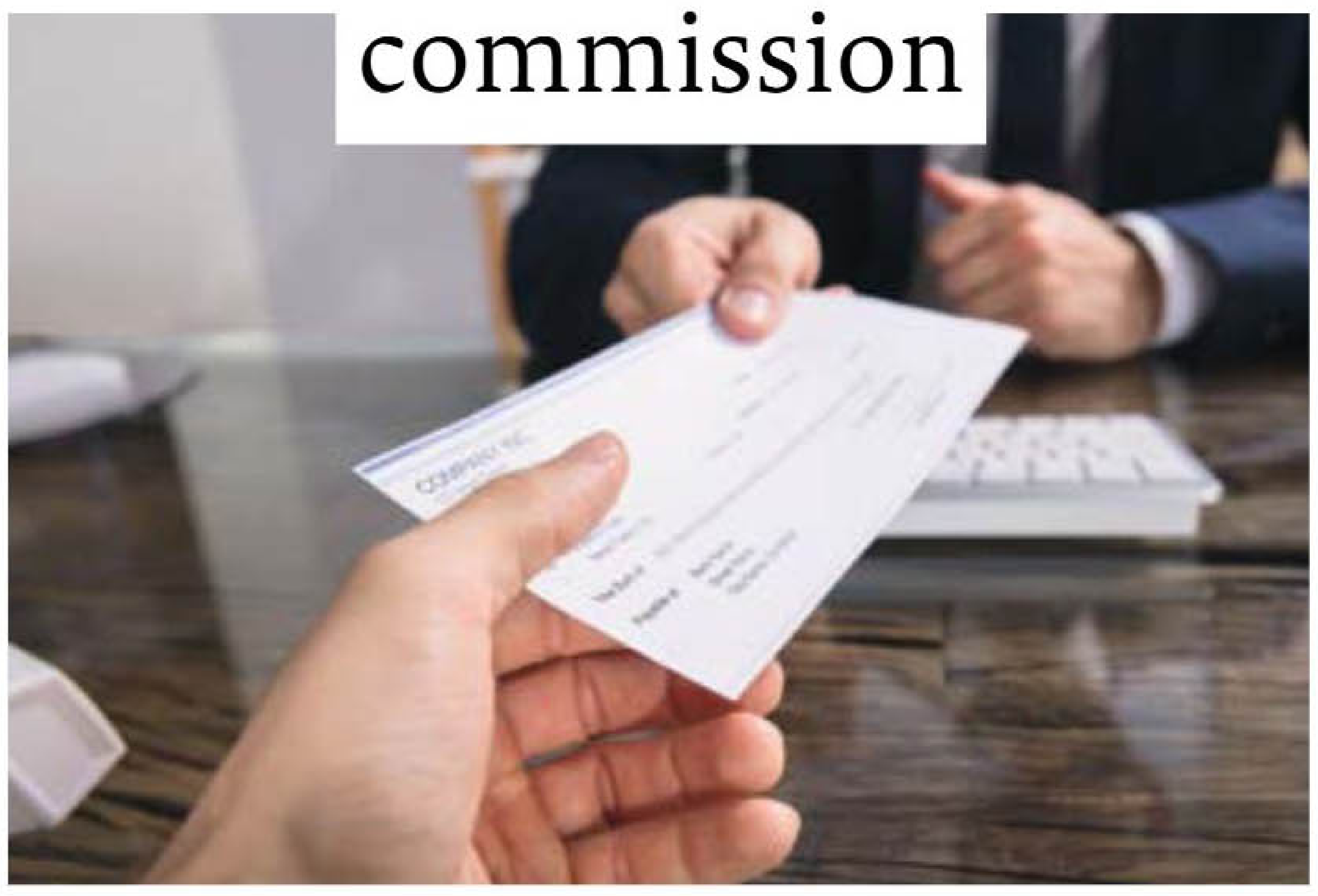
Dear Customers

We would like to remind you that your **monthly payment** is due by 30 August. If you have already made a **partial payment**, please make sure the balance is cleared on time. For your convenience, various **payment methods** are available. If you would like to discuss a **payment plan**, you can contact us any time. Thank you for your continued support.

Kind regards
The Accounts Team

clear sth.
➜ etw. begleichen

convenience [kən'viːniəns]
➜ Komfort



provisions

False friends

Many words in German and English seem similar but have very different meanings.

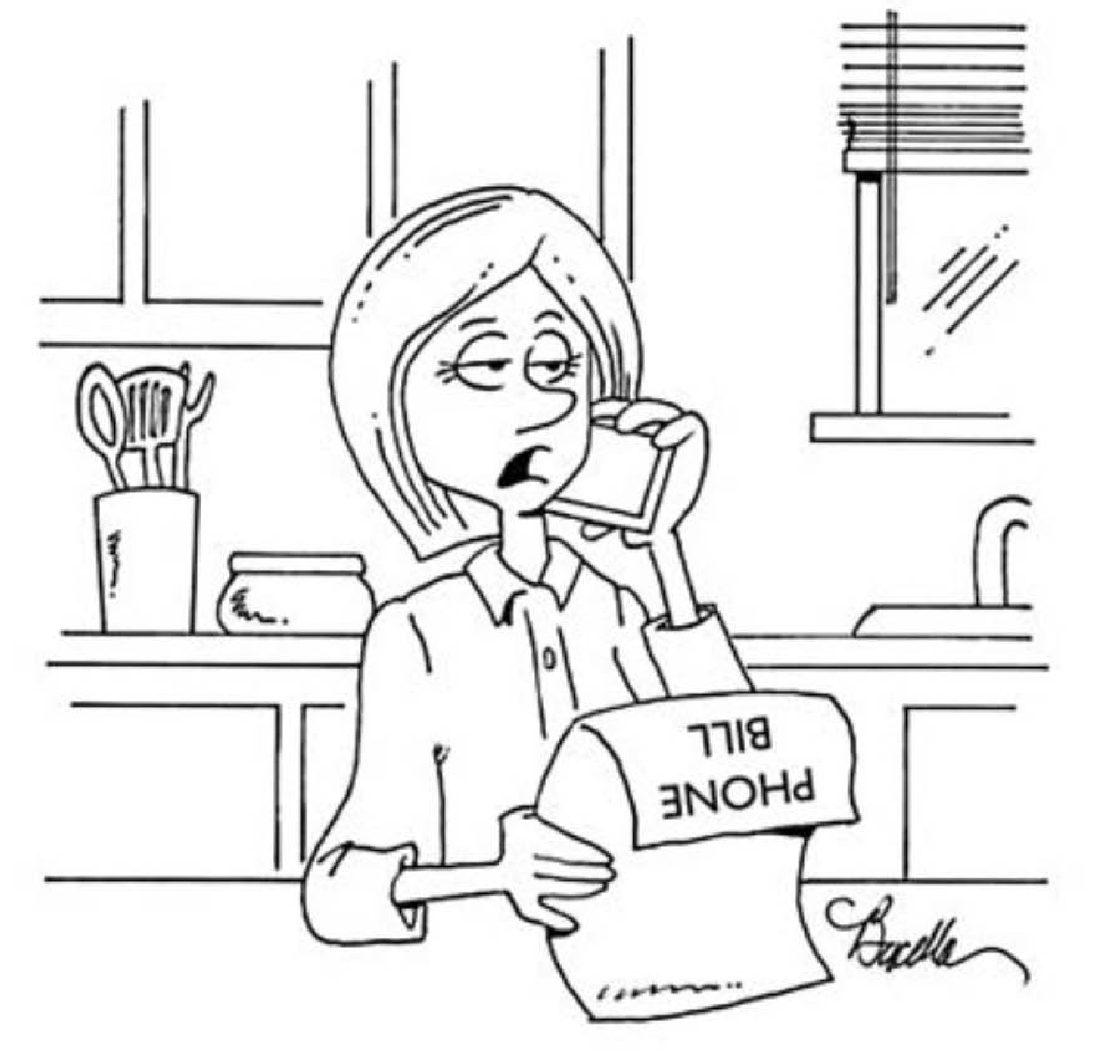
What is a *Provision* in English?
Provision = **commission**

- My commission on the sale of the beachside property was $50,000.

It's not "provisions"!
provisions = *Vorrat*

- Do we have enough provisions to last until the storm has passed?

Cartoon



"I did pay my whole bill. It's just that my payment for the hidden fees is hidden."

"I did pay my whole bill. It's just that my payment for the hidden fees is hidden."

A price that is advertised is often not the same as the price that appears on the final bill. Hidden fees are a highly controversial tactic used by some businesses. Also known as "junk fees", these are unexpected, additional costs that are not disclosed to the customer until the purchasing process is almost finished. Hidden fees are often described with vague language, such as "service fee" or "fulfilment fee".

hidden fees
➜ versteckte Gebühren

disclose sth. to sb.
➜ jmdm. etw. mitteilen

vague language [veɪɡ]
➜ *hier:* vage Formulierung(en)

Typical mistake

Can you correct the common error(s) in the following sentence?

"I took out a credit from the bank."

....

....

....

You'll find the answer below

Progress check

Replace each German word(s) (in *italics*) with the correct English word or expression.

1. We pay for the service by .... (*Lastschrift*).
2. Unfortunately, payment is now .... (*überfällig*).
3. According to our accounts, the invoice has not been .... (*beglichen*).
4. We noticed that you still .... (*schulden, schuldig sein*) €5,200.

You'll find the answers below

ANSWERS

Knowledge check:
1. B
2. A
3. B

Grammar check:
Exercise 1
1. before
2. by
3. within
4. until
5. by
6. until

Exercise 2
1. until
2. before
3. within
4. until
5. by ("before" is also possible)
6. until

Typical mistake:
"I took out a **loan** from the bank."

When you borrow money from the bank, you take out a loan. We normally use the word "credit" to talk about money that you have in an account, such as in a bank or with a phone company.

Progress check:
1. direct debit
2. overdue
3. settled / paid
4. owe

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TEST

Test your language skills!

Testen Sie nun Ihre sprachlichen Kompetenzen. Die Übungen auf diesen zwei Seiten basieren auf Artikeln dieser Ausgabe.

Von DAGMAR TAYLOR

EASY MEDIUM ADVANCED

1. What does it mean? M

After reading "King of design" (pp. 12–13), decide whether the following statements are correct or incorrect.

	Correct	Incorrect
1. A **device** is a tool or piece of equipment made for a specific purpose, often electronic.	☐	☐
2. A **hearing aid** is a piece of soft material that reduces noise or keeps water out of your ear.	☐	☐
3. The word **everyday** describes common things in daily life.	☐	☐
4. To **hazard a guess** means to criticize something after it has happened.	☐	☐
5. A **lightsabre** is a weapon used by certain characters in the *Star Wars* films.	☐	☐
6. If something is **magnificent**, it's in poor condition after a lot of use.	☐	☐

2. No doubt M

Match the verbs (1–5) from "Dealing with doubt" (pp. 18–19) with their definitions (A–E).

1. **amplify sth.**
2. **appreciate sth.**
3. **catch oneself doing sth.**
4. **channel sth.**
5. **strive for sth.**

A. to understand and value something

B. to direct something (like energy or effort) toward a particular goal

C. to notice oneself doing something, often unexpectedly or by surprise

D. to work very hard to do something

E. to make something louder, stronger or more powerful

1– ☐ **; 2–** ☐ **; 3–** ☐ **; 4–** ☐ **; 5–** ☐

Fotos: eyetoeyePIX/iStock.com

3. Public relations

M

Complete the dialogue based on the English for... section (pp. 42–43) by translating the German words in brackets.

Simone: Have you seen the latest (1) .... (*Pressemitteilung*) about our new product line?

Felix: Yes, I read it this morning. It's well written. It should get good (2) .... (*Berichterstattung in den Medien*) if we push it through the right channels.

Simone: I think it'll really raise our (3) .... (*Darstellung in der Öffentlichkeit*), especially if we tie it to the sustainability message.

Felix: We should start thinking about increasing our (4) .... (*Sichtbarkeit, Präsenz*) on social media, too.

Simone: Absolutely! And let's not forget our (5) .... (*Zielgruppe*). The messaging has to speak directly to young professionals.

Felix: We could ask one of our (6) .... (*Markenbotschafter(innen)*) to do a short promo reel. That usually gets attention.

Simone: Perfect! I'll set up a meeting.

4. A good speech

M

After reading "The art of speechwriting" (pp. 30–33), choose the correct option to complete each statement.

1. The job of .... official communications is entrusted to professional speechwriters.
   A. crafting B. craving
2. A great speech .... the audience from the first moment to the last.
   A. agitates B. captivates
3. Even if speakers have a lot to say, the speechwriter's role is to advise .... one key message.
   A. conducting B. conveying
4. Even a well-crafted message may lose its impact if it's not .... to the specific audience.
   A. evaluated B. tailored
5. .... attention with a strong opening and leave a lasting impression with a memorable closing.
   A. Clutch B. Grab
6. A crisis speech can .... people by addressing their fears with calm language.
   A. reassess B. reassure

5. A special kind of business

A

Complete these sentences, based on "A different way of doing things" (pp. 14–15). Use the words from the list.

food retailer | job cuts | out of date | time off | treatment

1. The Co-operative Group (Co-op) is the UK's fifth-largest ....
2. Critics say the Co-op is ...., but Khoury-Haq says it's still a disruptive force that challenges the status quo.
3. After years of fertility ...., Khoury-Haq nearly died giving birth to her first daughter.
4. Khoury-Haq's father died of coronavirus during the pandemic, while she was dealing with .... at work.
5. At the Co-op, Khoury-Haq has introduced policies to support staff, including unlimited .... for fertility treatment.

ANSWERS

1. What does it mean?

1. Correct (device = *Gerät*)
2. Incorrect. A "hearing aid" helps the wearer hear better by making sounds louder and clearer. (hearing aid = *Hörgerät, Hörhilfe*)
3. Correct (everyday = *hier: alltäglich*)
4. Incorrect. To "hazard a guess" means to "take a risk and guess something, even if you're not sure". (hazard a guess = *zu vermuten wagen*)
5. Correct (lightsabre = *Lichtschwert*)
6. Incorrect. Something "magnificent" is very impressive, beautiful or grand. (magnificent = *großartig, grandios*)

2. No doubt

1–E (amplify sth. = *hier: etw. verstärken*); **2**–A (appreciate sth. = *hier: etw. zu schätzen wissen*); **3**–C (catch sb. doing sth. = *sich dabei ertappen, etw. zu tun*); **4**–B (channel sth. = *etw. kanalisieren*); **5**–D (strive for sth. = *nach etw. streben*)

3. Public relations

1. press release
2. media coverage
3. public image
4. visibility
5. target group
6. brand ambassadors

4. A good speech

1–A (craft sth. = *etw. anfertigen*); **2**–B (captivate sb. = *jmdn. fesseln, faszinieren*); **3**–B (convey sth. = *etw. vermitteln*); **4**–B (be tailored to sth. = *an etw. angepasst sein*); **5**–B (grab sb.'s attention = *jmds. Aufmerksamkeit erregen*); **6**–B (reassure sb. = *jmdn. beruhigen, beschwichtigen*)

5. A special kind of business

1. food retailer = *Lebensmitteleinzelhändler*
2. out of date = *veraltet*
3. treatment (fertility treatment = *Fruchtbarkeitsbehandlung*)
4. job cuts (job cut = *Stellenkürzung*)
5. time off = *hier: Ausfallzeit*

How to write an out-of-office reply

Um auch in Ihrer Abwesenheitsnotiz professionell zu wirken, sollten Sie diese fünf Punkte beachten.

EASY

When you go on holiday, a well-written out-of-office (OOO) email reply shows professionalism and can help keep communication at work running smoothly while you're not there. This could be especially important for international contacts, who may not know when their European colleagues are away. Here are a few tips on how to write a good OOO message in English:

> Your tone reflects your company

1. **Thank people for their message**
   Many thanks for your email.
2. **Include the dates you're away**
   I will be out of the office from 18 to 25 August.
3. **Say who's responsible while you're gone**
   For urgent matters, please contact my colleague
   John Doe: john.doe@company.com
4. **Let people know when they can expect a reply**
   Otherwise, I will answer your query upon my return
   on 26 August.
5. **Say goodbye**
   Best regards
   Martin Taylor

Internal and external

An external out-of-office reply needs to be professional, polite and informative. Avoid sharing personal details (such as "I'm on my honeymoon in Thailand!") — as your tone reflects your company.

An internal OOO reply helps your colleagues know how long they'll need to wait for a response, and it helps make sure you don't return to the office to a flood of the same kind of emails. An internal out-of-office can be less formal. It might also be helpful to let colleagues know where relevant files are.

Example of an internal OOO

Hi, I'm out of the office until 26 August. For anything urgent, talk to Emma. Project folders are available here:
URL/name of folder.
Thanks
Martin

Also, remember to use out-of-office replies for extended periods of leave, such as when you're on parental leave, and if a project is in a particularly hot phase, you might want to inform people that you'll be away from your desk even for a short period of time, such as for a dental appointment, etc. Keep people up to date and your life will be easier!

out-of-office (email reply)	Abwesenheitsnotiz
urgent ['ɜːdʒənt]	dringend
matter	Angelegenheit
John Doe	Max Mustermann
query ['kwɪəri]	Anfrage
upon	*hier*: nach, bei
best regards	freundliche Grüße
honeymoon	Flitterwochen(reise)
reflect sth.	*hier*: etw. widerspiegeln
file	Datei, Ordner, Akte
folder	Ordner
leave	*hier*: Urlaub
parental leave	Elternzeit
up to date	*hier*: auf dem Laufenden

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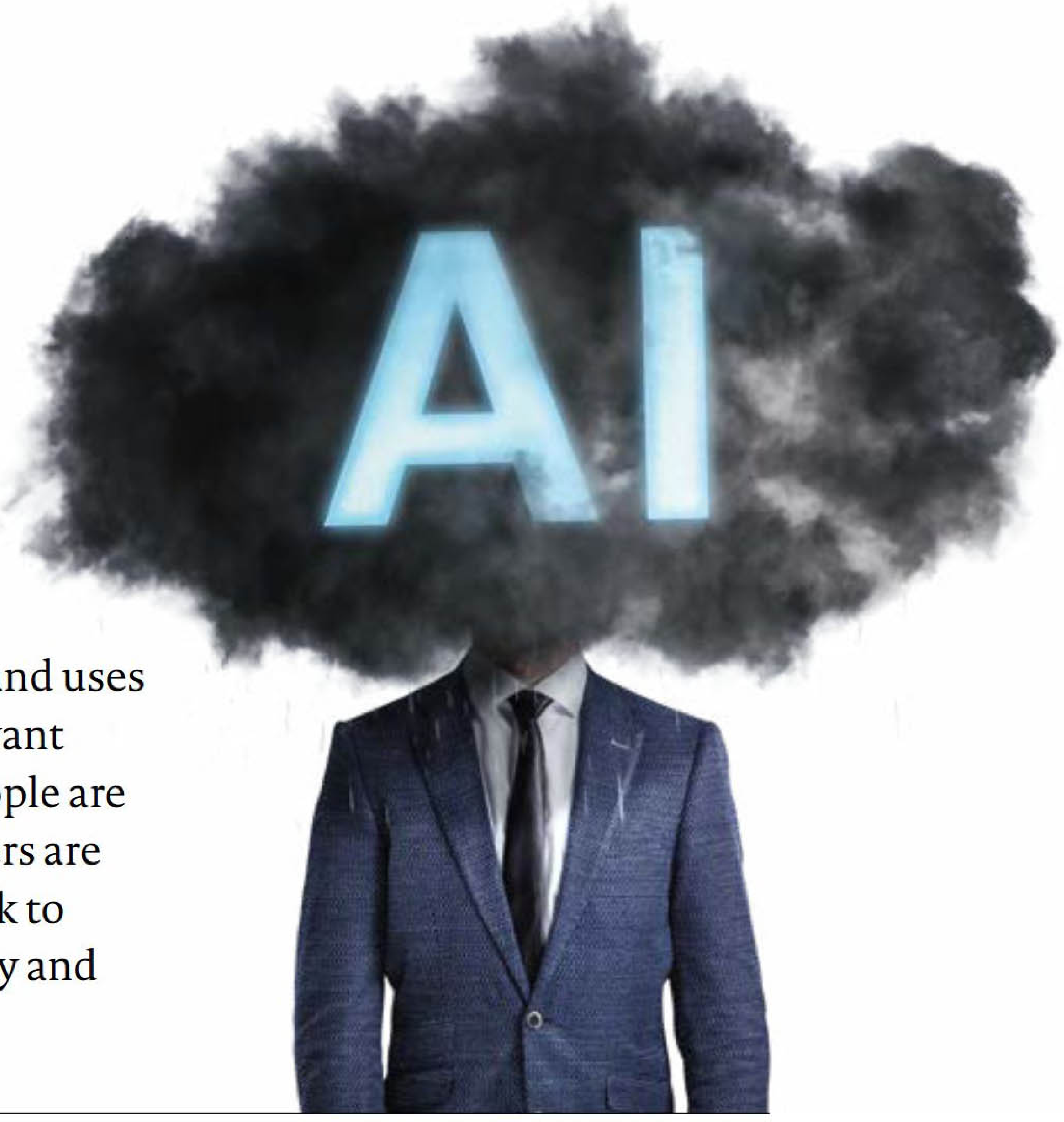

Do you have AI anxiety?

It's hard to keep up with the developments and uses of artificial intelligence. Many companies want employees to use it; others do not. Some people are worried AI will make them replaceable; others are concerned about ethical questions. We speak to people in various industries about AI anxiety and how to deal with it.

Die nächste Ausgabe von **Business Spotlight** erscheint am 15. August 2025

The tax haven Grand Cayman

Tax justice

What does fair taxation look like? How do authorities try to achieve fairness (if they are trying) and why is it important? How does Europe compare to the US and the UK? What are tax havens and how do they work?

Plus

- Sweden: Europe's start-up winner
- How to structure your presentations
- Is getting an MBA still worth it?

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